MGH HOTLINE

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Reduce, Reuse, and Recycle

The MGH recycling program takes three giant steps

A third of the nation's landfills are already full, and in the next 10 years another third will reach capacity. What are we to do to keep from being knee deep in our own trash? At the MGH, the answer is simple. Reduce the amount of waste we produce, reuse what we can, and recycle the rest.

Since 1989, the hospital has been recycling from 15–20 tons of white paper each month. That has meant a financial savings since waste companies charged us for hauling our trash away, and recycling companies pay us for the white paper we recycle. Proceeds from the recycling program have helped plant a tree (a Japanese Zelcova) on the lawn outside the Treadwell Library.

The hospital has expanded its recycling program to include cardboard. Environmental Services will recycle your cardboard boxes if you leave them near your trash can. The hospital also recycles sheet metal used in such things as file cabinets and carts. In addition, the MGH has always recycled motor oil used in vehicles, generators, and heating and air-conditioning equipment.

The Recycling Task Force is expanding its program to further reduce the amount of waste that could end up in landfills. The next step is using less. For instance, the MGH has started a pilot program to encourage employees to do two-sided copying to reduce the amount of white paper we use. In addition, the hospital is focusing on reusing what it can. For instance, the MGH will build a new dish-washing room so that Dietetics can resume using china and silverware, thereby reducing the use of plastic and styrofoam products. "We haven't gotten into plastic recycling because these items are very difficult to separate and to clean," said Jeff Davis, Assistant General Director. "It doesn't make economic sense. So at this point it is our goal to move away from using plastic and use reusables when we can."

Mr. Davis emphasized that for this approach to work, we must reuse reusable supplies and not throw them away. For instance, when the cafeteria has used china in the past, dishware has often been taken out of the cafeteria, and many pieces have been found in the trash. "We must take care of our reusable supplies," he stressed. "Don't throw them away. Don't handle them improperly. Treat them as reusables, not as trash."

Recycling programs are fast reaching their limits because the market for recycled products is not growing as fast as recycling pro-

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Recycle the Hotline

The 3Rs no longer refer to Reading, 'Riting, and 'Rithmetic. They now represent the three ways we can all best help the environment: reduce, reuse, and recycle.

The Hotline is now being printed on recycled paper. Hotlines can be recycled by placing them in designated recycling boxes situated in the Gray Lobby, the Post Office, and in the Employee Lounge at MGH East

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Ruth Sleeper Scholarship honors Patricia Maginn

Patricia Maginn is the recipient of the 1991 Ruth Sleeper Scholarship. The scholarship is awarded annually to an exceptional student in the Program in Nursing at the MGH Institute of Health Professions. The recipient must demonstrate outstanding academic performance and a high level of clinical competence.

Ms. Maginn is a second-year nursing student at the Institute. One faculty advisor who nominated Ms. Maginn for the award described her as "among the most gifted nursing students with whom I have been acquainted."

Ruth Sleeper was associated with the MGH for 33 years. She was Director of the School of Nursing from 1946 to 1966 and Director of the MGH Nursing Service. Ms. Sleeper was the last person to hold joint appointments in the school and at the hospital.

Here Anne Fogarty, Cochair of the Ruth Sleeper Scholarship Committee, presents Patricia Maginn with the Ruth Sleeper Scholarship. From left are: Elizabeth Ryder, Cochair of the scholarship committee; Ms. Maginn; Holly Ellison, one of 1990's recipients; and Ms. Fogarty. (Ms. Fogarty is holding Reilly, the newest addition to her family.) The Ruth Sleeper Scholarship is named in honor of Ms. Sleeper, Director of Nursing at the MGH for many years. Ms. Maginn was given the award for academic excellence and outstanding patient care skills.

Beary Christmas

Eben J. Bear entertained MGH children in December. Eben was played by Suzanne Jackson of Fun Enterprises. The bear's visit was sponsored by Jordan Marsh. Here Eben prepares to hug two-and-one-half-year-old Adam Blazonis of Revere.

Incinerator helps MGH manage medical waste

To better manage medical waste and to save money on disposal costs, the MGH has built a medical waste incinerator on the main campus. Situated in the Service Building next to Bartlett, the incinerator began full operation in November. It reduces the volume of waste that goes to landfill by 90 percent.

The MGH produces more than 800 tons of medical waste each year. Medical waste is any disposable waste that comes into contact with patient body fluids. That includes such things as gloves, syringes, bandages, surgical garments, and disposable surgical tools.

The hospital's medical waste is placed into red plastic bags and then boxed. The sealed cardboard boxes are placed into the incinerator without being opened.

The MGH incinerator is a dual chamber device. Boxes of infectious waste are burned in the first chamber. The by-product of the first combustion is ash and various gases. The ash goes into a pit where it is wet down to keep it from floating. It is then taken to a landfill.

Any unburned gas goes into a second chamber where it is burned at a higher temperature. Gases from the second chamber go through a scrubber which uses water jets and filters to wash and neutralize the air stream and remove any suspended particles.

Before constructing the incinerator, the MGH ordered an extensive study to assess the health risk of incinerator emissions, which emerge from a stack above the roof of Bartlett. The study concluded that if a person were exposed to the highest level of emissions for 24 hours each day, every day of the year, for 70 years, the estimated cancer risk would be one in 100 million—less than the risk associated with smoking only one cigarette in a 70-year lifetime.

"We studied emissions from a similar incinerator at the St. Agnes Medical Center in Fresno, CA," said Anand Seth, Director of Facilities Engineering. "We found that it would take almost four incinerators to produce the amount of carbon monoxide emitted by one diesel truck." (The environmental impact of the MGH incinerator is likely much less since the incinerator in Fresno, unlike the MGH incinerator, does not have scrubbers to further neutralize gases.)

As part of its planning for the construction of the incinerator, the MGH conducted extensive information and discussion sessions with various neighborhood groups to assure them of the environmental safety of the incinerator. Because of the success of this effort, these groups supported the MGH's request for zoning approval for the project.

The MGH incinerator is the only one of its kind in Massachusetts and exceeds standards set by the Massachusetts Department of Environmental Protection (DEP). The only others like it in the Northeast are in Vermont and Philadelphia. "We have a state of the art incinerator with dual chambers, scrubbers, and a computer system that monitors emissions from the stack and tests the ash to make sure it contains no toxins," said Jeff Davis, Assistant General Director. Because the MGH incinerator is the only dual chambered, controlled air incinerator in Massachusetts that also employs scrubbers, the DEP has designated the MGH as a test site for medical incineration.

Before the incinerator was built, waste was hauled off by a waste management subcontractor, burned, and then taken to a landfill. "The incinerator helps us manage our own waste," said Mr. Davis, "and make virtually sure that it will never have to leave the site. We don't have to shudder when needles wash up on beaches because we know our needles have never left here."

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Here Mayor Ray Flynn awards MGH Honorary Trustee Mrs. R. Morton Claflin a Proclamation of Appreciation for the hospital's many years of outstanding service to the United Way.

MGH makes the grade with United Way campaign

The MGH was recognized by the City of Boston for its participation in the United Way fundraising effort. MGH employees taking part in the 1991 campaign have pledged more than $200,000, and pledge cards are still coming in. Because of the Partners in Sharing, Partners in Caring program, a portion of the proceeds will come back to the MGH Department of Social Service to be used to help MGH patients.

Also, Lisa Finn, an employee in Inpatient Credit and Collection, is the winner of the grand prize in the United Way drawing. Ms. Finn is the recipient of two Northwest Airlines tickets to anywhere in the continental United States. You can still donate to the United Way by sending a pledge card to Jeff Davis or contacting him at 6-6953.

From left are Judy Brenner and Lynelle Pooley, both of American Express; Bart Littlefield, Northwest Airlines Corporate Sales Manager; Ms. Finn; Jeff Davis, the coordinator of the 1991 United Way campaign; and Karin Holder of American Express.

In general

Lynn Drake, Ph.D., Deputy Chairman of the MGH Department of Dermatology, was appointed by President Bush as the United States Representative for the 44th annual World Health Assembly in Geneva, Switzerland. The world Health Assembly is the governing body of the World Health Organization. Dr. Drake, who is also Director of Policy and Planning for the Wellman Laboratories of Photomedicine, was appointed as one of four private sector advisors representing the United States in sessions with health care providers, health policy experts, and government health officials representing 166 nations. Topics relating to nutrition, infant mortality, hunger, AIDS, tobacco, cholera, health care costs, and other global concerns were addressed. The Chief of the U.S. Delegation was Dr. Louis Sullivan, Secretary of Health and Human Services. The delegation was hosted by Ambassador Aherns of the U.S. Mission in Geneva.

Dr. Helen Sinclair Pittman, an MGH specialist in tuberculosis, died in September at the age of 92. Dr. Pittman, formerly head of the MGH Pulmonary Unit, was associated with the hospital for 59 years. She held appointments at Harvard Medical School and was a consultant to the school's dean of admission for four years. Dr. Pittman received her medical degree from Johns Hopkins in 1927 and her undergraduate degree from Smith College. Dr. Pittman, who died of Alzheimers disease, donated her brain and organs to the MGH Pathology Department.

Niles Atlee Titler, a former night administrator on the MGH Psychiatric Unit, died in October at the age of 72. He worked at the MGH for many years. He leaves his brother Dale M. Titler of Gulfport, Mississippi.

The MGH in November dedicated the Medical Records research reading room to **Hilda Sequeira**, Assistant Director of Medical Records at the MGH for 35 years. Ms. Sequeira died of cancer at the age of 60. The reading room is now called the **Hilda L. Sequeira Reading Room**.

During Ms. Sequeira's tenure at the MGH, the field of Medical Records changed dramatically to

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What's happening

MGH and Timilty take their show on the road

Tom Marcussen, Coordinator of the MGH/Timilty Partnership; Roger Harris, Principal at the Timilty; and Timilty Middle School teachers, students, and parents recently attended the annual conference of the National Alliance of Black School Educators. They presented Project Promise and the MGH/Timilty Partnership at the meeting in Atlanta. The MGH for three years has had a cooperative relationship with the Timilty Middle School in Roxbury. The program includes career exploration programs, a science fair, and a health fair.

Cartoon Study needs volunteers

Researchers at the MGH are looking for left-handed men for a cartoon study. The session takes about 30 minutes and pays $7. Call Lavinia Gammon or Kaaren Bekken at 6-7706 for more information.

MGH and New England Medical Center say thank you to study volunteers

Seventy participants in an MGH cooperative study on renal disease recently enjoyed a reception at the Boston Museum of Fine Arts. The event was cosponsored by the two Boston Modification of Diet in Renal Disease (MDRD) clinical sites—the MGH/New England Medical Center (NEMC) site, and the Brigham and Women's/Beth Israel site.

The joint MGH/NEMC clinical center is an unusually successful collaborative effort between the Boston hospitals. Principal investigators Dr. Cecil Coggins, Clinical Director of the Renal Unit at MGH; and Dr. Andrew Levy, Director of the Nephrology Clinical Research Center at NEMC, led the country in recruiting study volunteers. The study attempts to determine the role of diet and blood pressure control in the progression of renal disease.

Participants in the NIH-sponsored study have been following assigned diet and blood pressure regimes for almost three years. The Museum of Fine Arts event was held to honor the study participants and to recognize their efforts.

Buildings and Grounds lunchtime series

MGH Buildings and Grounds professionals will hold a lunchtime lecture at noon on January 16 in the Bulfinch 2 Conference Room. The lecture is on domestic refrigeration and air conditioning maintenance. The series is designed to help the do-it-yourselfer with home repair needs.

Person-to-Person: Living With Cancer

A free support group for patients with cancer, as well as their families and friends, will meet eight consecutive Thursday evenings beginning January 23. The group, entitled "Person-to-Person: Living With Cancer," is designed to provide support and help participants improve communications skills, deal with feelings, share coping mechanisms, and get on with living. The group is led by Evelyn Malkin, LICSW, and meets at 6:30 p.m. at the MGH. For additional information, call Ms. Malkin Wednesday through Friday at 726-8187.

Buildings and Grounds celebrates the family

The Department of Buildings and Grounds hosted a Christmas Party for residents of the New Chardon Street Shelter for Homeless Women and Children and more than 300 department employees and their families. "Our objective in holding the party for the women and children at the shelter was to share our good fortune and Christmas spirit," said Greg Doyle, director of the department.

The children enjoyed story telling by yarnsmith Judith Black. They were entertained by P. J. the Clown and enjoyed face painting, traditional Christmas music, and an ice cream sundae smorgasbord. Festivities also included a visit from Santa, a picture on Santa's lap, and a gift for each child. "The party and gifts brought happiness into the lives of families who could not otherwise afford a celebration for their children," said Madeline McGowen, Director of the New Chardon Street Shelter. **Photos by George Terzides.**

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keep up with changes in medical practice. "As increased emphasis was placed on reimbursement issues," said Mary Lahey, Director of Medical Records, "Hilda never let us lose sight of the original purpose of medical records. Her influence helped us to strive to maintain a balance between the reimbursement demands and our patient care, teaching, and research responsibilities." The memorial service was held in the MGH Chapel followed by the dedication outside the reading room.

Ms. Sequeira leaves her mother, Emma Sequeira, of Lawrence; a son, Paul of Florida; brothers, Anthony, of Florida, and Raymond, of Lowell; and sisters, Carol Jardin, of California; Dolores Ornellas, of Lowell; and Mary and Grace Sequeira, both of Andover.

There have been several personnel changes in Human Resources. **Jan Swanson**, formerly at MGH East, has returned to the main campus as a Compensation Analyst in the Wage and Salary Office. **Maureen Sonnie,** previously an Employee Relations Representative, has moved to MGH East as a Senior Human Resources Representative. And **Laurie Buehler** has moved from the Wage and Salary Office and taken a position as an Employee Relations Representative.

The American Cancer Society has awarded MGH scientist **Megan Sykes**, a Junior Faculty Research Award. One of only 31 such awards is granted each year.

Research in Dr. Sykes' laboratory involves the study of bone marrow transplantation. She and her

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MGH HOTLINE

Recycle!

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grams. Mr. Davis said that there are not enough paper processing companies to make the recycled paper into other products. He pointed to lack of consumer demand for recycled materials as the reason entrepreneurs are not starting such companies.

In 1989, Hanna Paper Company paid the hospital five cents per pound for recycled paper. However, because there is not as much demand for recycled paper, we now only receive one cent per pound. "The white paper recycling market has changed," said Mr. Davis. "But it is still a positive market."

Part of any successful waste management program has to contribute to the creation of demand for recycled products. The MGH is doing several things to help create that demand. All of the paper towels and toilet paper we buy is made from recycled paper amounting to a purchase of $236,000 in the last fiscal year. In addition, the hospital is acquiring from McDonald's a list of companies that make their products from recycled materials. When economically feasible, the hospital will buy from suppliers that use recycled products. The MGH also is meeting with its major suppliers to find ways to use more recycled or reusable products and to reduce the usage of packaging materials.

Publications comprise a good deal of the waste that ends up in landfills. Telephone books exceed by ten times the space in landfills occupied by all diapers, and the newsprint from an annual subscription to the *New York Times* takes as much landfill space as 26 thousand beer cans. To cut down on the environmental impact of publications, we must recycle. Many people already recycle their newspapers.

The Hotline can be recycled in special boxes designated for this purpose. Because it is a glossy sheet, it cannot be put in the regular recycling boxes. The Hotline recycling boxes are located on the main campus in the Gray Lobby and in the Post Office, and at MGH East in the Employee Lounge.

In addition, publications can contribute to creating markets for recycled products by using paper made of recycled fiber. In response to suggestions from employees, the MGH Hotline is now being printed on recycled paper. The paper is Simpson Evergreen Gloss and is comprised of 50% recycled fiber. There are no papers on the market made from 100% recycled fiber.

Incinerator

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Only medical waste should be placed in the red infectious waste bags. When the boxes go into the incinerator, they are not opened and examined. This would pose a potential health risk to Environmental Services employees. It is therefore important that waste be thrown away properly. On occasion, such things as bed pans and other stainless steel items have been thrown away in infectious waste containers and have ended up in the incinerator. These items do not burn completely because they require much higher temperatures.

Susie Bunanta, Facilities Engineer and Incinerator Project Manager, supervises final construction of the incinerator. The incinerator helps the hospital manage the more than 800 tons of medical waste it produces each year. The hospital disposes of infectious waste in red bags which are boxed and incinerated. The cooperation of employees is sought in not placing anything but medical waste in the red bags. Stainless steel objects such as bed pans should never be put in these bags.

TEST YOUR MGH ECO IQ

1. If you stacked on a square foot of surface area all the paper an average MGHer uses at home and at work in a year, the pile would be almost as tall as:
   K. an X-ray machine.
   L. a shuttle bus.
   M. the Trustees House on Cambridge Street.

2. If you stacked up all of the white paper MGHers recycled the past two years and tipped the stack on its side, the stack would reach:
   E. across the Bulfinch lawn.
   F. from the White Building to North Station.
   G. more than twice the distance from MGH to MGH East and back.

3. In 1990, about how many pounds of trash did the average MGHer throw out at work?
   F. 50 pounds.
   G. 100 pounds.
   H. 850 pounds.

4. The total weight of solid waste taken from MGH in 1990 was about:
   P. 50 tons.
   Q. 500 tons.
   R. 659 tons.

5. Since 1989 MGHers have recycled how many tons of paper:
   C. 5 tons.
   D. 50 tons.
   E. more than 250 tons.

6. When you go to the cafeteria for a drink, the most responsible environmental choice of container is:
   A. recyclable styrofoam.
   B. a biodegradable paper cup.
   C. your own mug.

7. The average volume of solid, non-infectious waste collected every day by MGH Environmental Services staff would fill:
   W. a telephone booth.
   X. an Ellison elevator.
   Y. the White lobby to nearly knee-deep.

8. The Japanese Zelcova tree on the Bulfinch lawn in front of the Treadwell Library entrance:
   A. has been there since Paul Revere's ride.
   B. is a common New England roadside shrub.
   C. was purchased in 1990 with money saved from the MGH white paper recycling program.

9. Since 1989, the MGH white paper drive recycled the equivalent of more than:
   J. 50 trees.
   K. 500 trees.
   L. 5,000 trees.

10. To participate in the MGH white paper recycling program, you need only:
   C. have been employed at the MGH for at least 20 years.
   D. take an oath never to use paper.
   E. know where the recycling bin is in your area.

11. What is the most important thing MGHers can do about our garbage problem?
   P. recycle.
   Q. reuse equipment, clothing, and food service ware.
   R. reduce our consumption of supplies.
   S. All of the above.

The correct answers spell:

M G H R E C Y C L E E !

(This quiz was created by Dr. Bernard Hoop and the MGH Recycling Task Force.)

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colleagues are exploring biological therapies that may reduce the tendency of donor marrow to attack cells in recipients' bodies. Dr. Sykes's laboratory is in the hospital's Transplantation Biology Research Center, directed by Dr. David Sachs.

The American Cancer Society (ACS) has awarded the MGH a one-year **Institutional Research Grant** worth $75,000. The hospital has received four of these research grants since 1987, the first year it applied. The present award represents an increase in support.

The grant is intended primarily to serve as "seed money" for young investigators working on a wide range of programs relating to both basic and applied cancer research. The director of the MGH Cancer Center, which distributes the funds, is Dr. Kurt Isselbacher.

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MGH HOTLINE UPDATE

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Dr. Kurt J. Isselbacher, Director of the MGH Cancer Center and Mallinkrodt Professor of Medicine at Harvard Medical School, is the recipient of the 1991 Bristol-Myers Squibb/ Mead Johnson Award for Distinguished Achievement in Nutrition Research.

The award, which consists of a $50,000 prize and a silver medallion, is given annually to a scientist who has made a unique contribution to fundamental or clinical human nutrition research.

Dr. Isselbacher, who defined the fundamental mechanism of intestinal nutrient absorption and discovered the altered nutritional behavior of cancer cells, is the former Chairman of the Nutrition Board of the National Academy of Sciences. In furthering scientific understanding of modern gastroenterology and human nutrient biochemistry, his innovative research identified the basis of several hereditary and acquired disorders of abnormal nutrient metabolism. These findings led to effective dietary therapy for these conditions.

Before directing the MGH Cancer Center, Dr. Isselbacher was Chief of the MGH Gastrointestinal Unit for 29 years.

MGH neurologist **Dr. Bhagwan Shahani** was awarded the Glory of India International Award for Excellence in Neurology. The award was presented by His Excellency Dr. Abid Hussain, the Indian Ambassador to the U.S., at a ceremony in Washington, D.C. Dr. Shahani is Associate Neurologist at the MGH and Associate Professor of Neurology at Harvard Medical School.

The Horace Mann School has selected **Dr. Edgar Habe**r as the 1991 winner of the Alumni Association's Award for Distinguished Achievement. Dr. Haber was formerly President of the Bristol-Myers Squibb Institute for Medical Research. He left Bristol-Myers Squibb to return to Harvard as a Clinical Professor of Medicine and to continue his work in cardiology research. Dr. Haber was formerly Chief of Cardiology at the MGH.

Drs. James Gusella, **Rita Linggood**, **Robert Martuza**, **Robert Ojemann**, and **Raymond Sobel** participated in December in the Consensus Development Conference on Acoustic Neuroma at the National Institutes of Health (NIH). The meeting is part of the consensus development program that brings together biomedical investigators, practicing physicians, consumers, and others to evaluate and review the scientific soundness of health or health-related technology. A primary objective of the program is to provide physicians and consumers with information regarding the safety and effectiveness of drugs, devices, and procedures.

Dr. John Francis Burke, former Chief of Trauma Services at the MGH and a pioneer in the treatment of victims of severe burns, joined former Presidential Press Secretary James S. Brady and President Bush's Chief of Staff Samuel K. Skinner as a recipient of the 1991 Alumni Achievement Award. The award is the highest honor of the University of Illinois Alumni Association. Dr. Burke received his bachelor's degree from the University of Illinois in 1947 and his medical degree from Harvard University Medical School in 1951. He won national attention in the early 1980s with the successful development of an artificial skin (fashioned from shark skin and plastic). The MGH surgeon, researcher, and educator is Helen Andrus Benedict Professor of Surgery at Harvard Medical School. He also is a visiting professor at the Massachusetts Institute of Technology.

Lois Feldman, RN, MS, CS, CARN, a clinical specialist in psychiatric nursing, has earned certification as an addictions registered nurse. The certification was granted by the American Nurses Association and reflects the increasing clinical specialization of addictions treatment. Ms. Feldman is on the staff of the West End Group Practice, the MGH's specialty outpatient addictions unit.

Anesthesiologist **Dr. Roger S. Wilson** left the MGH in September to become Chairman of the Department of Anesthesia and Critical Care Medicine at Sloan-Kettering Memorial Hospital in New York and Professor of Anesthesia at the Cornell University School of Medicine. Dr. Wilson had been with the MGH department for 22 years. **Dr. William Hurfurd**

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has succeed Dr. Wilson as Medical Director of the Respiratory Intensive Care Unit. **Dr. Richard Teplick** remains Medical Director of the Gray Surgical Intensive Care Unit. In addition, Dr. Teplick has been appointed Director of the Division of Critical Care Medicine in the Department of Anesthesia and Medical Director of Respiratory Therapy.

Gail Piscarsik Lenehan, RN, MS, CS, received the Judith C. Kelleher award of the Emergency Nurses Association at the 1991 Scientific Assembly. The award recognizes excellence in emergency nursing and significant contributions to the profession of nursing. Ms. Lenehan is the editor of the Journal of Emergency Nursing.

Dr. Martin Mihm, Jr., Chief of Dermatopathology at the MGH and Professor of Pathology at Harvard Medical School, has been elected a Fellow of the College of American Pathologists. Dr. Mihm, who received his undergraduate degree from Duquesne University and his medical degree from the University of Pittsburgh Medical School, completed residencies in internal medicine at Montefiore Hospital and Mt. Sinai Hospital, as well as a fellowship in dermatopathology at the MGH.

Dianne Danis, RN, MS, CEN, has been appointed chairperson of the Emergency Nurses Association's 1992 national Scientific Assembly.

MGH radiologists **Drs. Theresa McLoud**, **Peter Mueller**, and **Robert Novelline** were named fellows of the American College of Radiology during ceremonies at the ACR annual meeting. Selected for their outstanding contributions to the field of radiology, these MGH physicians were named as three of 129 new fellows by the College's Board of Chancellors. Fellowships in the College are awarded to members for significant scientific or clinical research in the field of radiology, or significant contributions to its literature.

Barbara Roberge, MS, RNC, has been appointed to the Advisory Board for the Gerontology Graduate Nursing Program at Simmons College.

Rex Woodleigh, MMSC, has been appointed Radiation Safety Officer. Mr. Woodleigh served ten years at Hahnemann University in Philadelphia where he was Medical Physicist, and, since 1989, the Radiation Safety Officer. Mr. Woodleigh is a graduate of the University of Maryland and Emory University and is certified in Therapeutic Radiological Physics by the American Board of Radiology.

Maria Augustyn, RN, BSN, CCRN, Clinical Teacher in the Intensive Care Nursing Service, has been elected Secretary of the Greater Boston Chapter of the American Association of Critical Care Nurses.

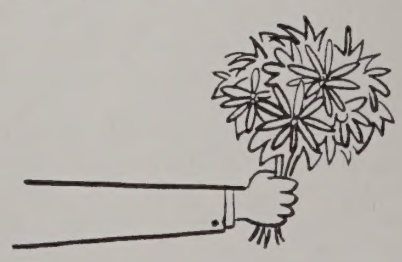
What's happening

AL-ANON support group

An AL-ANON support group for family members and friends of alcoholics is held every Friday at the MGH from noon to 1:00 p.m. in the Ruth Sleeper Hall basement, Room 080. For more information call 6-6938. All are welcome!

Flowers for Valentine's Day

Valentine's Day is fast approaching, and it is time once again to turn your thoughts toward romance and flowers. Place orders early to get the best prices on roses. Call the MGH Flower Shop at ext. 6-4500. In addition, the Flower Shop is having a Valentine's Day plant and flower sale on February 14 from 9:30 a.m. - 3:30 p.m. in the WACC Lobby.



PLEASE RECYCLE

MGH HOTLINE

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Deciding when to die

hospitals will inform patients about "living wills"

Patients admitted to virtually any U.S. health care facility will now be asked if they have written a living will or medical directive, or designated someone to speak for them if they become unable to speak for themselves.

The Patient Self Determination Act went into effect December 1. The legislation will ask patients to consider under what circumstances they would like to be allowed to die naturally and who should determine when to stop treatment.

The legislation came about largely because of cases such as Nancy Cruzan's. Ms. Cruzan was in a coma for seven years. Her family wanted feeding tubes removed, but the state of Missouri ordered treatment continued, saying that Ms. Cruzan had not left definite instructions saying she would wish, in such circumstances, to be allowed to die.

The case went to the Supreme Court, which determined that the Missouri court's requirement of "clear and convincing evidence" of Ms. Cruzan's wishes was valid. The tubes were finally removed after three of Ms. Cruzan's friends testified that she had said she would rather die naturally than live in a vegetative state. Ms. Cruzan died in December 1990.

"Everyone wants to die with dignity," said Martha Byington, Assistant General Director for Patient Services. "But that is very vague. This legislation will help clarify many of the things people have to guess at now."

The new law will require only that patients be asked if they have completed a living will or designated a health care decision maker should they become unable to make their own decisions. Patients are not required to do either. In addition, patients may at any time change their living wills or choose another person as their medical care decision maker.

One large part of implementing the legislation is educating the public about the issues. In fact, the people who most need to think about advance care planning are those who are healthy and have never discussed their feelings about dying or their thoughts about when medical care should or should not be continued. These are the individuals who, perhaps because of unforeseen circumstances, could end up in situations where neither health care providers nor family members know what to do.

Dr. Linda Emanuel, an MGH internist and Assistant Director of the Division of Medical Ethics at Harvard Medical School, led a study last year to determine how people feel about advance care planning. They surveyed more than 500 people — 405 MGH patients and 102 members of the public.

Other authors of the study (published in the New England Journal of Medicine) included MGH physicians Drs. Michael J. Barry and John D. Stoeckle; MGH nurse Lucy M. Ettelson, RN; and Ezekiel J. Emanuel, MD, PhD, who is affiliated with Harvard University, Beth Israel Hospital, and The Dana Farber Cancer Institute.

Dr. Emanuel and her colleagues found that 93 percent of the patients surveyed wanted some sort of advance care planning.

The Drs. Emanuel have drafted a medical directive that has been requested by thousands of people from around the nation. It offers possible treatment options under various scenarios. For instance, it asks individuals to determine how they would like to be treated if they are: 1) in a persistent vegetative state, 2) in a coma, 3) brain damaged with a terminal illness, 4) brain damaged but not terminal, 5) suffering from a chronic and incurable illness, or 6) suffering from a life-threatening illness that is treatable.

In essence, patients are being asked to spell out the circumstances under which they would like health care providers to stop care and

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Recycle the Hotline

The Hotline is now being printed on recycled paper. Hotlines can be recycled by placing them in designated recycling boxes situated in the Gray Lobby, the Post Office, and in the Employee Lounge at MGH East.

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BTS seeks to boost MGH employee blood donations

Jennie Bering, RN, a nurse phlebotomist in the Blood Transfusion Service (BTS), has been giving blood for the entire twenty five years she has worked at the MGH. She first decided to give blood when a friend became ill, and she now holds the record for employee donations. Ms. Bering has donated blood 120 times.

This year the MGH Blood Transfusion Service is 50 years old, and the department wants to mark its anniversary with a 200 percent increase in the number of donations from MGH employees.

The BTS collected some 40,000 components of blood from voluntary donors last year. However, the hospital used more than 56,000 components. (Each unit of blood is broken down into components of either red blood cells, platelets, or plasma. Red cells are used to help patients who are anemic or who have lost blood because of surgery or trauma. Platelets and plasma are used to help people with clotting problems such as those undergoing chemotherapy.)

Much of the blood donated to the hospital comes from employees at area organizations, including the MGH, that have company donor programs. Last fiscal year, 676 MGH employees donated blood. "Giving blood is an investment in helping another person," said Ms. Bering, "and you hope that someone will donate blood for you when you

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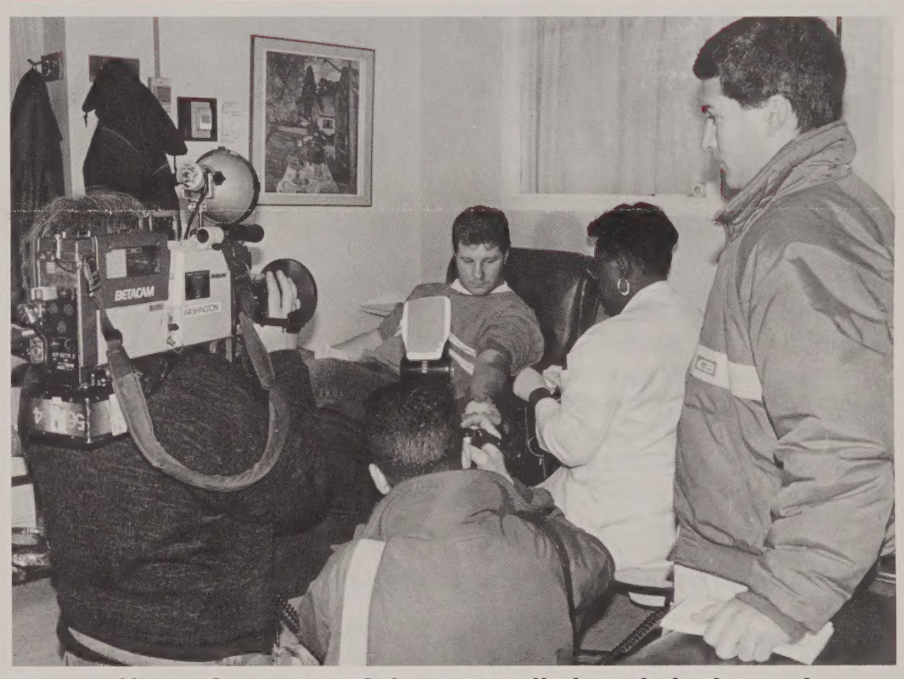

Police officers from around the state rolled up their sleeves in December in support of Officer Timothy Henrick. Here a patrolman giving blood is interviewed by Boston media. Officer Henrick suffered a severed artery when he was shot in the leg by a burglary suspect.

Officers turn out for blood drive

When Methuen police officer Timothy Henrick was shot on Christmas day by a burglary suspect, support for the wounded man came from all parts of the state. Two days later, more than 70 police officers came the MGH to roll up their sleeves for a fellow patrolman.

State police officers, officers from the MGH's own Department of Police and Security, retired officers, officers from the U.S. Treasury Department, as well as officers from the Merrimac, North Andover, Essex, Boston, Lawrence, and Methuen police departments came to the MGH Blood Transfusion Service (BTS) to give blood. In addition, an aide to Methuen Senator James Jajuga and employees of the Department of Public Works participated in the blood drive.

"We wanted to do this because we know that someday somebody might have to do it for us," said Anthony Forgetta, a reserve patrolman for the North Andover police department.

The donations, noted Dr. Christopher Stowell, Director of the BTS, helped replenish the MGH blood supply. "This time of year," said Dr. Stowell, "donations are very low. This has made a big difference."

Officer Henrick lost a large amount of blood from a severed artery in his thigh. He has had multiple operations at the MGH and is steadily improving.

What's happening

MGH toddler wins the Captain's Quarters

Two-and-one-half-year-old Brian Short is the winner of the MGH Children's Center Holiday Doll House drawing. Brian won a doll house replica of the Captain's Quarters, the historic building that houses the Children's Center. The house is white with blue trim, has eight rooms, and hardwood floors. Children's Center staff describe it as a decorators dream, and, easy to relocate.

The center raised $1,911 from the drawing to buy a television set and video cassette recorder.

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Fanny Serquen has been discharged from the MGH after reconstructive surgery to correct a rare birth defect. Fanny stole the hearts of many of the MGHers who cared for her. From left are Margarita Battle, Coordinator of Interpreter Services, Mrs. Serquen, Fanny, and Kim Franson, RN, Fanny's associate nurse. Fanny's primary nurse was Deborah Manzelli, RN.

Surgery saves two year old from serious birth defect

Fanny Serquen, a rambunctious two year old, came to the MGH in 1990 because of a rare birth defect (cloaca syndrome) that caused her intestine and uterus to spill into her bladder. Without extensive reconstruction of the urinary, reproductive, and intestinal systems that become joined together in cloaca syndrome, the child would never have been normal.

The Serquen family sought help in the United States because there were no specialists in Peru trained to perform the surgery Fanny needed. In fact, the MGH's Dr. Patricia Donahoe, internationally known for her work in repairing life-threatening birth defects, is one of a few U.S. surgeons with the expertise to do this type of surgery. Dr. Donahoe is Chief of Pediatric Surgery at the MGH.

In the course of Fanny's treatment, the surgeons also discovered that she had a tethered spinal cord, another rare condition that also required surgery. MGH neurosurgeon, Dr. Paul Chapman, performed the operation to repair the spinal cord.

Fanny and her mother spent almost two years in the U.S. while the child underwent five surgical procedures. In Boston, Mrs. Serquen lived with the Sisters at the Mission Helpers of the Sacred Heart convent in the South End. Fanny also stayed with the Sisters between her surgeries. It was one of the Mission Helper Sisters, Kathleen Kelly, RNDM, a Catholic Missionary living in Peru and a registered nurse at the hospital where Fanny was born, who had originally written letters to U.S. hospitals seeking help for Fanny.

Fanny is expected to recover fully. She was discharged from the MGH in December and last month returned with her mother to Peru. "In all my life this has been the hardest time," said Ms. Serquen through an interpreter. "I offer my very humble gratitude to those in my country and in yours who are dedicated to life and health."

Mrs. Serquen and her husband, who remained in Peru with their 11-year-old daughter, wrote a letter to the hospital expressing that gratitude. It is reprinted here at their request.

In general

Judith A. Lewis, Ph.D., RNC, Interim Director of the Program in Nursing at the MGH Institute of Health Professions, was recently re-elected chair of District I of the NAACOG, the organization for obstetric, gynecologic, and neonatal nurses. District 1 is comprised of New England and eastern Canada and includes 1,800 members.

Dr. Lewis has also been appointed Editor-in-Chief for 1992-1994 of the NAACOG's Clinical Issues in Perinatal and Women's Health Nursing.

Before becoming Interim Director, Dr. Lewis was Assistant Professor of Nursing at the Institute and Coordinator of the Women's Health Specialty. She was previously Associate Dean for Academic Affairs and Assistant Professor in the College of Nursing at the University of Massachusetts at Boston. Dr. Lewis received her Bachelor's degree in English from Brandeis University, a Bachelor's of Science in nursing from Boston University, a Master's degree in nursing from the University of California at San Francisco, and a Ph.D. in health policy from Brandeis.

To MGH with all my gratitude

Fanny Serquen was born on April 8, 1989, in Puerto de Ilo, Peru, ten years after the birth of my first daughter. Her arrival caused deep and painful changes in my life and that of our whole family. She was born with a malformation in her excreting organs and had to have two emergency surgeries right away, done by Dr. Bartolome Iglesias in the Tacina Hospital.

Since our country does not have the medical technology and the specialized physicians that Fanny needed, we came to Boston on August 5, 1990, after battling with a series of legal and financial difficulties and thanks to the help of Sisters Kathy Kelly and Mary Ita Hayes.

Here at the Massachusetts General we met Dr. Patricia Donahoe who, with great kindness and profound understanding of the situation, agreed to take on Fanny's case.

In these past 16 months of treatment my baby has had five surgeries, the last one done by Dr. Paul Chapman.

Thanks to God and science, Fanny has recovered her good health. In the name of my family and my community, I would like to express my deep and eternal gratitude to:

- The Director, Dr. J. Robert Buchanan and the administration of the Massachusetts General Hospital;
- All those who support this hospital and make possible the great work that is done in this health care center;
- Dr. Patricia Donahoe and surgical assistant Bob Morse, LPN; and Dr. Paul Chapman — all who have been blessed by God so that through science and their hands they can perform life-giving miracles;
- To Gerry and Lisa in the Radiology Department;
- All the nurses on Ellison 17; especially Jane Fontana, Kim Franson, Deborah Manzelli, Celine Mane, Mary Fahey, Betty Blaides, and Olga Amaya;
- Secretaries Tracy O'Brien and Marilyn Oxford;
- To the Social Services Department: Ken Scheublin and Valerie Fullum;
- To Playroom Services: Lora Feltham, Rose McClean, Eva McMaster, Virginia Dec, who, with their sweet nature and love of children, make the small patients happy;
- The Chaplaincy: very especially Father David Cavanagh, from whom I had spiritual support, consolation, and guidance in the most difficult moments during my stay in Boston;
- The Interpreters Office: Margarita Battle, Lilia Wyszkowski, and volunteer Carol Valerio;
- The Public Relations Office;
- Housekeeping Services; especially Aurea and Ana.

I would like to reiterate my gratitude and my wishes that you continue the wonderful work that you do with dedication to people's well-being and life, and to peace and understanding of human suffering. May God bless all of you who are the heroes of life and health.

Alejandrina Flores y Jose Serquen

This letter from Mr. and Mrs. Serquen was translated from the Spanish by Margarita Battle, Coordinator of Interpreter Services.

TLINE

A special thank you for caring

Chris Kelley, of Malden, sends his thanks to the MGH health care providers who cared for his three-year-old son Thomas Larouche. Thomas came to the MGH in December after being found unconscious underneath the family's Christmas tree. Mr. Kelley sends his special thanks to nurses on Ellison 3, especially Luanne Pelosi, RN, Thomas' primary nurse, and Ellison 19 nurses Tricia Comeau, RN, Karen McDonough, RN, Anne McGrath, RN, and Elise Drew, RN. Thomas was discharged on January 15 to the Spaulding Rehabilitation Hospital. "I just want to say a special thank you," said Mr. Kelley. "I am grateful for the way everyone has taken care of him."

More than 70 officers from police departments around the state came to the MGH in December to donate blood in support of Officer Timothy Henrick. Officer Henrick was shot in the leg by a burglary suspect on Christmas day.

What's happening

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Staff at the Children's Center send their thanks to all who helped make the event a success including parents, the MGH kids, Richard Gasior, who refurbished the Doll House, and Beverly Grove, who helped organize the drawing.

Help celebrate the MGH's minority nurses

The MGH Minority Nurses Task Force will host a diversity awareness program in celebration of Black History Month on February 13, from 3:00 p.m. - 5:00 p.m., in the Walcott Rooms. Come and help celebrate minority nurses at the MGH. For information about the task force, contact Lee Niles, RN, at 4-4289 or Ronald Greene, RN, at 4-6610. Also, the Task Force meets for a brown bag luncheon the second Tuesday of every month, from noon - 1:00 p.m., in the Bulfinch 2 Conference Room. The next meeting is February 11.

Celebrating IV nurses

January 25 was a time to celebrate the MGH's intravenous (IV) nurses. There are 32 IV nurses at the MGH. These nurses cover the MGH's inpatient floors around the clock. They do IV transfusions, chemotherapy, and intraoperative blood salvage.

Cartoon study needs volunteers

Researchers at the MGH Neurolinguistics Lab are looking for left-handed men for a cartoon study. The session takes about 30 minutes and pays $7. Call Lavinia Gammon or Kaaren Bekken for more information at 6-7706

In the news about breast implants

MGH plastic surgeon Dr. G. Gregory Gallico III was interviewed last month on Channel 4 about the breast implant controversy. On January 6, the FDA imposed a moratorium on the use of silicone gel breast implants because of problems some women were having from silicone leaking from the implant. Dr. Gallico also was interviewed on Channel 4's "People are Talking." He shared the podium with two women who were happy with their implants, one woman who had a saline-filled implant with repeated problems, and the co-author of Our Bodies, Ourselves. Dr. Gallico displayed several types of implants and explained how they are used.

Don't forget Valentine's Day

The MGH Flower Shop can help you keep romance alive with Valentine's Day flowers. Place your orders early by calling the Flower Shop at ext. 6-4500. And watch for the Flower Shop's Valentine's Day plant and flower sale on February 14 from 9:30 a.m. - 3:30 p.m. in the WACC Lobby.

Blood donations

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need it."

The BTS encourages employees to stop by, have a cookie, and roll up a sleeve. Donation is safe, easy, and painless (except for a slight pinch when the needle goes in). To learn more about blood donation, try the following true/false quiz.

What do you know about blood donation?

		TRUE	FALSE
1.	Just one pint of your blood can help save the lives of several people.	☐	☐
2.	It is best to wait until a friend needs blood before donating.	☐	☐
3.	You cannot get AIDS or any other disease from donating blood.	☐	☐
4.	Most donors are paid money for their blood.	☐	☐
5.	An adult has between eight and twelve pints of blood.	☐	☐
6.	You are a universal donor if you have type A blood.	☐	☐
7.	Giving blood more than once a year will make you weak.	☐	☐
8.	If an MGH employee wants to give blood, he or she will have to do so after work hours.	☐	☐

ANSWERS ON PAGE 4.

Correction: The January Issue of the MGH Hotline incorrectly identified a former recipient of the Ruth Sleeper Scholarship. The story, entitled *Ruth Sleeper Scholarship Honors Patricia Maginn*, identified a woman in a group photograph as Holly Ellison, a 1990 recipient of the award. The photograph was of Christine Mahoney, a third year student at the Institute of Health Professions. Ms. Mahoney and Ms. Ellison shared the 1990 award.

Deciding when to die

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allow them to die naturally. "Patients are not uncomfortable being asked questions about when and whether they want health care providers to stop certain types of care," said Ms. Byington. "They have in mind how they want to be treated. Except they don't bring it up, and nobody asks them."

Many hospitals have assigned the Admitting staff the responsibility of asking this question. Though this approach ensures that the patient will be asked the question upon admission, it does not promote discussion between physician and patient.

"My strongest recommendation," said Dr. Emanuel, "is that individuals draft these documents within the context of a doctor-patient discussion. The medical directive used in [our] study took, on average, only a quarter of an hour to complete — the length of a short office visit. But that quarter of an hour represents — for both physician and patient—the best way to avoid misunderstandings or ambiguities and, as such, is an incredibly valuable investment in time."

Ms. Byington notes. "That the hospital is stuck in the middle is kind of awkward," she said. "Our goal is to unbundle it as much as possible from the hospitalization. Eventually this conversation should happen in the outpatient setting. When you go for your annual physical, you can talk about it with your physician, and it won't be in a traumatic setting or because you're acutely ill."

Hospitals face additional compliance problems since less than half of all admitted patients actually come through the Admitting Department. This means that hospital staff must determine a different method of asking these patients about advanced care planning. Whoever asks the question will encourage patients to think about this topic and talk to family members, significant others, and their physicians after the hospitalization.

There are still issues to work out in implementing the plan. One is record keeping. How, for instance, will staff at the MGH know that patients (who perhaps arrive at the MGH unable to communicate with health care providers) have filled out advance care directives during previous hospitalization at another hospital? And how, if patients update or change their advance care directives, will health care providers know for sure the ones in their records are the most current? Ms. Byington notes that the Medical Records Department has made changes in their systems and procedures to help address some of these issues.

In the meantime, the Patient Self Determination Act will promote a dialogue between individuals, their families, and physicians long before the hard decisions have to be made. "If, when the time comes, you are not able to make decisions for yourself," said Ms. Byington, "people will have a better idea of what you want done, and families will find decision making somewhat easier."

What do you know about blood donation?

Answers to page 3 quiz

1. True. One pint of blood is split into several parts; red cells to replace blood lost during surgery or after trauma; platelets or plasma to help a patient with a clotting problem such as someone suffering from leukemia or liver failure.

2. False. Blood must be tested and processed before it is used. In an emergency, a hospital must be able to depend upon the supplies it already has on hand. However, donors are often motivated to give when a friend or family member is injured or ill. Such was the case when more than 70 police officers came to the MGH after a Methuen officer was wounded in the leg. Most donors who give in such instances donate because they understand that the blood supply must be replenished for the next patient who needs it.

3. True. A new needle is used for each donation and thrown away after it is used. You cannot get AIDS or any other infection from donating blood.

4. False. Most people donate blood because they want to help, not to make money. Virtually all of the nation's blood supply comes from voluntary donors.

5. True. Depending on weight, an adult has between eight and twelve pints of blood.

6. False. You are a universal donor if you have type O blood. Type O cells can be transfused to people with other blood types.

7. False. If you are healthy, you can give blood every eight weeks, the time it takes your body to replenish the one pint of blood you donated. MGH nurse Jennie Bering has made 120 donations in the 25 years she has worked at the MGH, and she isn't weak.

8. False. To encourage employee donations, the MGH allows employees one hour off work while they are giving blood.

Most of these questions and answers are reprinted from a quiz designed by the National Heart, Lung, and Blood Institute.

Materials Management celebrates by giving

Materials Management made giving their way of celebrating the Christmas holiday. The department collected canned goods and clothing, and bought turkeys for residents of Rosie's Place, a local homeless shelter for battered women and their children.

Employees from all subdivisions of the department donated, including employees from Distribution Services, Central Sterile Reprocessing and Linen Services, Supply and Acquisition, and Quality Improvement and Customer Service.

The department donated well over 1,000 cans of food to the shelter, and managers and supervisors bought 20 turkeys.

Recognizing that hunger and poverty are not just problems during holidays, employees continued to make donations into the New Year.

Right: Materials Management employees donated canned foods and turkeys to Rosie's Place, a local homeless shelter for women and children. From left are: Cheryl Connors of Supply and Acquisition; Susan Pelham, Office Assistant in Materials Management; Mark Jay, Supervisor Distribution Systems; and Annette Elam, Materials Management Messenger.

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Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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MGH obstetrics service to open in 1994

by Gail Davison

After a hiatus of more than 40 years, the MGH will reopen its obstetrics service in 1994. The new facility will be linked with the hospital's long-standing gynecology service. It will also be closely coordinated with the hospital's neonatal and pediatric intensive care units as well as with recently expanded programs for infertility treatment and research.

To be known as the Vincent Obstetrical and Gynecologic Service, it will be situated in the MGH's new and as-yet unnamed 14-story building, now under construction and scheduled to open in 1994. The announcement of the service's reopening comes at a time when the Vincent Memorial Hospital and the Vincent Club — a Boston volunteer organization that has long supported the Vincent and the MGH — observe their 100th birthdays.

"The hospital decided to reestablish the OB service for a number of reasons," said Isaac Schiff, MD, Chief of the new service (and the current Chief of the Vincent Memorial Gynecology Service). "One is simply that we are a full-service hospital and would like to be able to care for our patients throughout their lives."

He said that obstetrics is something younger patients have long requested, especially those living in the West End, the North End, Beacon Hill, Charlestown, Chelsea, Revere, and nearby Back Bay. "Many of these people view the MGH as their neighborhood hospital," said Dr. Schiff, "and don't want to have to leave it in order to have a baby." This is especially true, he said, for women who are being treated here for a specific problem (such as diabetes or heart disease). "These women tell us they would be more comfortable having their babies in this hospital, where their specialists would be close at hand."

Additionally, said Dr. Schiff, the service expects to see an increasing number of higher-risk pregnancies

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Lynda Rambeau of the Medical Endoscopy Unit was praised by her supervisor, Carol Orrico, for her "patience, perseverance, and the quality of her work." At home, she is part of a neighborhood crime watch aimed at making her community safer.

MGHers Win City-Wide Award

by Gail Davison

Five hospital employees were named Black Achievers last month by the Greater Boston YMCA. Hailing from three different states and the island of Jamaica, and representing a range of hospital services from medical endoscopy to public relations, the five — Lynda Rambeau, Harry Ford III, MD, Tensay Johnson, Kennetha Bigham, and Lonell Richards — share little except drive, professional accomplishment, and the honor of being among this year's 100 Boston-area Black Achievers.

Lynda Rambeau is a Clinical Practice Assistant in the Medical Endoscopy Unit. In this function she is responsible for disinfecting and processing (according to the hospital's infection control policies) medical equipment used in the unit's clinical procedures. She also orders and keeps track of supplies, and assists physicians and nurses with patients. "This is a challenging position," she said, "and I like that. It makes me feel good to know that I'm doing my job well."

Ms. Rambeau, originally from

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Nursing Assistant Lonell Richards, who once considered becoming a minister, enjoys being able to help people. "I tell my kids that you'll always have what you need if you work hard, do whatever you do to the best of your ability, and have faith in mankind and the Lord." In 1992, this Black Achiever celebrates her 20th year at the MGH.

The Vincent Memorial Hospital and the Vincent Club celebrate 100 years

The Imperial Ball Room of the Park Plaza Hotel overflowed last month with more than 850 supporters celebrating the centenary of the Vincent Memorial Hospital and the Vincent Club.

The Vincent Memorial Hospital is the gynecological service of the MGH, and the Vincent Club, a private women's organization, is the major fundraising organization for the Vincent.

The evening at the Park Plaza included a short musical revue by Vincent Club members, a video of the history of the hospital presented by Dr. Isaac Schiff, Chief of the MGH-Vincent Memorial Gynecology Service, and presentations by Dr. J. Robert Buchanan, MGH General Director, and others. "This is a wonderful celebration," said Judy Friend, President of the Vincent Club. "Everyone is excited about and proud of the wonderful 100-year relationship between the Vincent Memorial Hospital and the Club."

Dorothy Rackemann, former President of the Vincent Hospital and the Club, and Dr. George S. Richardson, Associate Chief of Service at the Vincent, were both honored at the celebration for their outstanding service. Ms. Rackemann, who has been associated with both organizations for more than 60 years, helped lay the cornerstone in 1946 for the Vincent-Burnham Building, the hospital's current location. Dr. Richardson, who came to the Vincent in the 1940s to train in general surgery, has long been a champion of the hospital.

The Vincent Memorial Hospital was established December 12, 1890, solely for the treatment of women. Originally, the staff of the Vincent was entirely female. Lena V. Ingraham was the hospital's first surgeon. Men came on staff in 1919, and the first man appointed Chief—in 1931—was Dr. Joe V. Meigs.

First situated in Boston's West End, the Vincent Hospital later moved to South Huntington Avenue. In 1941 it moved to the White

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Inside

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Dr. Edwin Cassem, Chief of Psychiatry at the MGH, introduces Dr. Harry Ford III, an MGH Black Achiever. The hospital held a reception last month for the MGH's 1992 Black Achievers. Seated from left are Kennetha Bigham, Lonell Richards, Lynda Rambeau, Tensay Johnson, Dr. Ford, and Joe Salvucci, Chairperson of the Black Achievers Selection Panel. Photo by Paul Batista.

"Tensay Johnson," said supervisor David Bloch, "always goes above and beyond the call of duty. Whenever I have a new program to initiate or a problem to solve, I turn to him and know things will get done." Here Mr. Johnson directs clean-up operations. Photo courtesy of Environmental Services.

Black Achievers

from page 1

Orlando, Florida, has worked at the MGH for over five years. She started in the Professional Billing Office, then moved to the Medical Endoscopy Unit as a secretary. After three years she expressed interest in finding a more challenging assignment, and her current job was created for her.

For her volunteer project, Ms. Rambeau plans to work on this year's Black College Fair, which is aimed at increasing minority students' awareness of educational opportunities at historically Black colleges and universities.

In his job as Associate Medical Director of the In-Patient Unit of the Erich Lindemann Mental Health Center (affiliated with the MGH), psychiatrist Dr. Harry Ford, III, helps public sector patients deal with a wide range of psychological problems. He also supervises four psychiatry residents.

Born in Richmond, Virginia, to a social worker mother and an Air Force father, young Harry Ford had attended eight schools by the time he reached the second grade. Far from discomfited by the frequent moves, however, he followed a similarly restless course in the early years of his career, certain that he wanted to help people but unsure as to exactly how.

He taught school for seven years in Philadelphia — science to seventh graders and general subjects to youngsters who had dropped out of school — before deciding on medicine. He then spent two years practicing family medicine to indigent patients in the Bronx before switching to psychiatry, which he feels best allows him to make a positive difference in people's lives.

MGH psychiatrist Dr. Harry Ford III is another 1992 Black Achiever. "His patients are devoted to him," said Dr. Edwin Cassem, Chief of Psychiatry at the MGH. "He is also one of the hardest workers I have ever known. He never complains, and he never quits until the job's done."

The third MGH Black Achiever is Tensay Johnson, a weekend manager in Environmental Services. Like the others selected, he was nominated by his supervisor as an exemplary professional and a potentially powerful role model for Black youth. Like the others, he will be volunteering time over the next year to support community-based projects.

"Tensay came to the MGH four-and-a-half years ago, when he was still in high school," said David Bloch, Weekend Operations Manager and Mr. Johnson's supervisor. "He started as an aide cleaning patient rooms, but was promoted quickly to lead aide, then group leader, and then manager."

Only 21 years old today, the native of Jamaica is working toward a degree in electronics engineering at Fitchburg State. He is currently going to school during the week and working at the MGH on weekends. Mr. Johnson admits he has a tough schedule but has no complaints. "I don't mind working hard," he said. "I want to get as far as I can in life." He credits David Bloch as being a mentor.

Ms. Bigham, editor of the MGH Hotline, moved to Boston from Austin, Texas — where she had been a social worker — in 1986. This is her fourth year compiling news, writing articles, and taking photographs for this publication. Notebook and camera in hand, she is a familiar figure in corridors all over the hospital — although she confesses that she still gets lost occasionally in the basement.

"Kennetha pours so much energy into everything she does," said her supervisor, News and Public Affairs Director Martin Bander. "She's tremendously enthusiastic, sincere, and hardworking." And she is active not only within the hospital. Ms. Bigham has served on the WGHB Community Advisory Board and the Editorial Advisory Board of the Radcliffe Quarterly. She has donated time to her church, UNICEF, and the local chapter of Educators for Social Responsibility. She also writes poetry and children's books, is a founding member of the Workshop for Writer's of Color, and is a self-described tennis fanatic.

This year's fifth MGH Black Achiever is Lonell Richards, a Nursing Assistant on Ellison 7. Also a native of Florida, Ms. Richards will receive her 20-year pin this year. "Lonell has so much to give other people," said her supervisor, Head Nurse Marie LeBlanc, "and she's always trying to improve systems on the unit. She has a great deal of enthusiasm and energy."

Ms. Richards is afraid, however, that she will have a difficult time

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MGH to offer obstetrics

from page 1

as more women postpone childbearing until their late 30s and early 40s. The OB service also expects to see women who have conceived after undergoing fertility therapy at the hospital's Gynecologic Infertility Unit.

Dr. Schiff cautioned that details are still being worked out on the new OB service. He envisions it, however, as a relatively small one, handling the delivery of approximately 2,000 babies per year in 21 inpatient beds. (It is estimated that MGH employees and their spouses have about 200 deliveries a year.)

"We would like to design an environment that will feel warm and welcoming to our patients," he said. "We want it to be almost like home, but with the advantage of instant access to the Neonatal Intensive Care Unit, as well as to pediatric surgeons and other specialists, should a problem arise."

Believing that too many caesarian sections are being done across the country, Dr. Schiff said that the new service will perform as few as possible, involving nurse midwives as one means of keeping the numbers low. In addition, he said, "We want to work increasingly closely with Cambridge City Hospital — where patients from our Chelsea Memorial Health Center now deliver — and Mt. Auburn so that all of us together can serve as a mutual support to women in our geographical area." Besides labor and delivery rooms, the facilities will include a room for caesarian sections and sleep rooms for on-call physicians.

The MGH's newest structure, currently under construction, will complete a two-building project to replace the inefficient inpatient structures of the MGH. The first, the 24-story Ellison Building near Storrow Drive, opened in 1990.

Dr. J. Robert Buchanan, MGH General Director, said that the planned obstetrics facilities would complement the array of women's and children's services already in place at the hospital. These include the Neonatal Intensive Care Unit, the Pediatric Intensive Care Unit, the Children's Service, and the Vincent Memorial Gynecology Service. (The gynecology service was one of the first in the country to begin administering Pap smears to detect vaginal cancer. It was at this service, too, that physicians first connected the use of DES in pregnant women with vaginal cancer developing years later in the women's daughters.)

Also at the MGH is the Gynecologic Infertility Unit and an expanded center for infertility research, which operates as part of the Department of Medicine. The research center is supported in part by a new $7 million, 5-year grant from the National Institutes of Health. Its researchers have undertaken numerous scientific studies, among them investigations of abnormalities of ovulation, disorders of the menstrual cycle, premature ovarian failure, and male infertility.

The MGH and the Vincent Memorial Hospital (the department of the MGH designated largely for the treatment of women's diseases) closed down obstetrics in 1952 — after 35 years of operation. The

turn to "MGH to offer obstetrics" page 4

MGHers help feed Chelsea families

Employees at the MGH Chelsea Memorial Health Center (CMHC) are pitching in to help fight hunger. CMHC employees spent a Saturday last month helping staff a new community kitchen in Chelsea. The kitchen was established last September by the Network of Community Food Providers. The Network is made up of care providers including the CMHC, the Chelsea Human Services Collaborative, the Salvation Army, the First Baptist Church, the Boston University-Chelsea Project, the North Suffolk Mental Health Association, and Reaching Out to Chelsea Adolescents. Employees from each of these organizations will take turns volunteering in the kitchen.

"This is a network of social service providers and community residents who have joined together to combat hunger," said Zaida Adames, CMHC Outreach Worker and member of the Network. "More and more families in Chelsea are going hungry. And there is nothing for them on weekends."

The community kitchen serves meals to Chelsea families on Saturdays. Before the kitchen opened, there were no soup kitchens for families in Chelsea, meaning residents had to travel outside Chelsea to find programs to help them feed their families. And on Saturdays, even soup kitchens in nearby communities are closed.

In addition to helping prepare meals, CMHC employees also donated food, plastic dishware, and money. "A lot of people gave up a Saturday and found it really rewarding," said Ms. Adames. The Chelsea Community Kitchen feeds close to 100 individuals (mostly children) each week. To find out more about the project or to volunteer your time or make a donation, contact Ms. Adames at 889-8561.

What's happening

Eleventh Annual Oliver Cope Lecture

The Eleventh Annual Oliver Cope Lecture will be held Wednesday, March 18, from 4:00 - 5:00 p.m. in the Shriners Burns Institute Auditorium. The lecture will feature Dr. Samuel A. Wells, Jr., Bixby Professor of Surgery and Chairman of the Department of Surgery at the Washington University School of Medicine in St. Louis. Dr. Wells will speak on The Multiple Endocrine Neoplasia Syndromes. Tea will be served before the lecture from 3:30 - 4:00 p.m.

MGH to host Timilty science fair

The MGH/Timilty Partnership Program will host the Second Annual MGH/Timilty Science Fair on Thursday, February 27, from noon - 2:00 p.m. in the Walcott rooms. The fair will feature science projects produced by Timilty Middle School students with the mentoring assistance of MGH staff members from all parts of the hospital community. The fair will give Timilty students an opportunity to practice presenting their projects before the competitive Timilty fair on Saturday, February 29th. It will also give MGHers an opportunity to see the partnership in action. For more information about the fair or the partnership program, call Tom Marcussen at ext. 6-5055.

MGHers got a piece of the Baker

In December, MGHers flocked to the Bulfinch Terrace to carry away a little bit of history. Larry Martin, Senior Vice President at the MGH, stockpiled bricks from the now demolished Baker Building. The Baker was completed in 1930 and was the first hospital building erected exclusively for the care of the middle class. The structure will be replaced by the hospital's second inpatient care building. The Baker played an important role in the lives of many MGH staff members, patients, and friends.

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Ellie Hackett, an MGH volunteer, carries away two commemorative Baker Building bricks.

Symposium highlights researchers' work

One project may help patients with silicone implants

Leo Garrido, Ph.D., Assistant in Chemistry at the MGH and Assistant Professor at Harvard Medical School, was one of many MGH investigators presenting their research at the MGH's 16th Annual Research Symposium and Poster Session in January.

Dr. Garrido is developing a method for using Magnetic Resonance Imaging (MRI) to determine the aging of silicone implants (deterioration of the implant function) and if silicone is leaking from an implant.

"Our goal," said Dr. Garrido, "is to develop MRI techniques to detect the degradation of implants, particularly silicone-based biomaterials such as breast implants, joint, or chin implants, and a variety of other devices used for reconstructive surgery."

Research such as Dr. Garrido's could lead to the use of MRI, a noninvasive procedure, to determine the condition of a silicone implant. If a woman has symptoms suggesting that silicone is leaking from an implant, the only way now to tell is through xray or a surgical procedure.

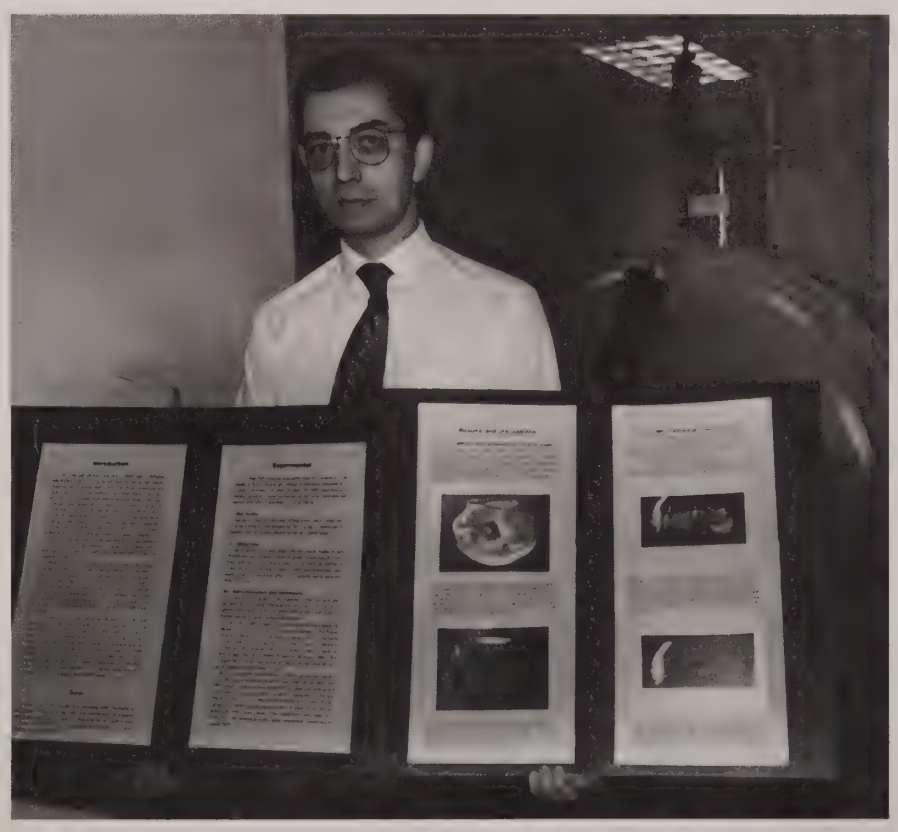
As silicone implants age, they tend to absorb fat from surrounding tissue. Dr. Garrido points out that absorption of fats can impair the mechanical properties of the implant.

More worrisome, however, is the possibility that the implant may burst or the silicone may slowly leak out of the device. The Food and Drug Administration (FDA) recently placed a moratorium on the use of silicone breast implants because of cases where the implants leaked. Though the biological effects of silicone are unknown, there are indications that silicone may cause immune system problems in some people. The FDA will decide after a study whether to remove silicone implants permanently or reinstate their use.

MRI can unveil the inside of the human body by generating images that are sensitive to the physical and chemical properties of a substance. Dr. Garrido compares it to a radio and the dial that permits you to tune in a certain station.

Most of the body's tissues are composed of fat and water, and MRI can distinguish between water, fat, and silicone. "Since the MR properties of water, fat, and silicone are different," the researcher said, "we can tune MRI to see water, fat, or silicone independently."

Dr. Garrido's work is supported in part by the Whittaker Foundation and the MGH-NMR Center.



Here Dr. Leo Garrido, Ph.D., displays the posters describing his work. He is trying to find a way to use Magnetic Resonance Imaging to determine if silicone is leaking from an implant. The FDA recently placed a moratorium on the use of silicone implants because of concerns that leakage might cause immune system defects.

MGH HOTLINE

Black Achievers

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fitting the Black Achiever program's community service project into her schedule. "I already take care of an elderly woman — the sister of Amelia Earhart — every weekday evening," she said. "I'm the Vice President and a member of the board of directors of the West Medford Community Center. I'm also a member of the NAACP and active in my church. It seems like there's never a spare minute — there's always someone in the community who needs something. And I always try to help out."

Coordinating the Black Achiever program at the MGH was Joe Salvucci, the hospital's Affirmative Action Officer, Chairperson of the Black Achievers Selection Panel, and supervisor in Personnel Records. Mr. Salvucci also arranged and MC-ed an MGH reception for the five achievers named by the hospital.

Since the Black Achiever program was conceived 17 years ago, the YMCA and Greater Boston employers have joined together to honor more than 1,500 African American men and women. The MGH has selected a total of 27.

As part of the Black Achiever program, Hotline Editor Kennetha Bigham will be volunteering time in local homeless shelters, reading to children and encouraging an appreciation of language. Photo by Paul Batista.

What's happening

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Dialogues on research, treatment, and prevention of cancer

The MGH Cancer Center and the MGH Cancer Affairs Committee will host the third Dialogues program of the 1991-1992 season on Tuesday, March 3rd, from 5:30 - 8:00 p.m. Buses will leave the WACC lobby in route to MGH East at 5:30 p.m.

Dr. Henry J. Mankin, MGH Chief of Orthopaedics and Chairman of the MGH Cancer Affairs Committee, will moderate the discussion entitled "A Moveable Feast: Current Progress in Research at the MGH Cancer Center." Dr. Kurt J. Isselbacher, Director of the MGH Cancer Center, will lead the discussion with a group of physician-researchers from the center participating. Discussants will highlight the implications of current research on the future prevention, early diagnosis, and successful treatment of cancer.

The event will be held at the Charlestown Navy Yard where participants can tour MGH Cancer Center Research Laboratories. An informal wine and cheese reception will follow the discussion before buses return to the WACC.

There is no charge for this Dialogues program, but space is limited. Call the Friends of the MGH Cancer Center office at ext. 6-1063 to make a reservation. Participants will receive written confirmation of their registration.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

MGH to offer obstetrics

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reasons, said Dr. Schiff, were partly economic and partly the result of a lack of an MGH training program for obstetrical specialists. "There were several hospitals in the city devoted entirely to obstetrics, and we felt that since the needs of Boston's women were being met, we might better serve the community by giving up our obstetrical beds to other types of patients needing care," he said.

"We're all very, very thrilled and pleased that the Mass. General has decided to get back into obstetrics through the Vincent," said Lewis H. Clark, Chairman of the Vincent Board of Trustees. "The Vincent certainly is looking forward to sponsoring the service. With the great staff that we have here, it's very appropriate that an obstetrical unit be added to the outstanding gynecological service that is already here."

Rumors that the MGH would reestablish obstetrics began to surface several months ago when in fact serious consideration was taking place. Many Bostonians, however, will be surprised to learn of the service's reopening because they never knew that it had closed. Even local media routinely telephone the hospital's News and Public Affairs Office for comments on whether or not "the MGH OB service" uses a given technique or offers a given service.

On the other hand, about one baby each year is born every year at the MGH. This is usually because a woman being treated for another condition goes into labor and cannot be moved, because a storm makes traveling to a more distant hospital difficult, or because a woman in the final stages of labor shows up at the Emergency Department door.

Every year, too, approximately 250 newborns are transferred by ambulance or helicopter from other hospitals and medical centers to the MGH's Neonatal Intensive Care Unit (NICU). It may be partly the MGH's reputation for saving critically ill babies that leads some to assume the existence of a delivery unit.

"Reviving obstetrics," said W. Nicholas Thorndike, Chairman of the MGH's Board of Trustees, "will make the MGH truly a full-service hospital, and will allow us to do our part to help reduce Boston's infant and newborn mortality rate." (Only ear, eye, nose, and throat services will be unavailable; those are provided at the adjacent Massachusetts Eye and Ear Infirmary.)

Vincent celebrates 100th

from page 1

Building on the MGH campus and became the gynecological service of the MGH. The Vincent, however, still maintained its own identity and had its own trustees and staff. The hospital moved to its current location in the Vincent-Burnham Building on November 28, 1947. In 1988, the Vincent gave its license to the MGH, thus becoming the MGH-Vincent Gynecology Service. In 1994, the Service will move to the MGH's second inpatient care building—the site where the MGH will resume offering obstetrical services. (See page 1 story, MGH obstetrics service to open in 1994).

The Vincent is internationally known for ground-breaking research on infertility as well as cancers affecting women. It was here that researchers pioneered a way to use the PAP smear to detect vaginal cancer and linked ingestion of DES by pregnant women to later occurence of cancer in their female offspring. More recently researchers have made major inroads into the treatment and understanding of infertility in men and women. In April the MGH-Vincent Gynecology Service will offer test tube (in vitro) fertilization, further expanding treatment options for infertility.

The Vincent Memorial Hospital was named for Mary Ann Vincent, a well-known British actress who came to Boston in the early 1830s. She became a much adored member of the Boston Museum Stock Company, a local theatrical group.

The Vincent Club was established in April 1892 when a group of students from Mrs. Shaw's School for Girls decided to raise money for the Vincent Hospital. In honor of the actress for whom the hospital was named, the women began by putting on theatrical performances. The first Vincent Show was held in a private home in Boston. The event raised $829.04. Since then, the Club has performed more than 90 shows, mostly musical reviews, and donated more than $6.5 million to the hospital. "For us to have been supporting the Vincent Memorial Hospital for 100 years," said Ms. Friend, "is impressive. It really is the arts supporting science."

In the 1930s club members performed stock performances written and choreographed by a production company in New York. But in the 1940s members began to write their own scripts and do the choreography and music themselves. Since the 1940s the shows have been completely original.

The Vincent Club has traditionally been considered an entree into Boston's elite social scene. Ms. Rackemann noted that today's members, however, are much more concerned with women's health issues. "The interest in the hospital and in women's health care has increased enormously on the part of our membership," said Ms. Rackemann. "The fact that the hospital is again offering obstetrics is wonderful because it completes our mission of providing complete care for women."

This year's Vincent Show will celebrate 100 years of support for women's health care. Performances will be held at the Emerson-Majestic Theatre, May 7, 8, and 9. Ms. Friend noted that the cast may include as many as 100 women of all ages and representing generations of Boston women employing the arts to support science.

PLEASE RECYCLE

MGH HOTLINE

19 March 1992

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Working together to make a difference

The Revere Health Center has started a program that allows its staff to spend time working with colleagues in other departments. Doctors work at the front desk with secretaries. Phlebotomists work in medical records. And social workers work with administrators. The program started in January and will extend through the spring. So far, 10 employees from different parts of the health center have participated. All participants receive a mug with the inscription, *Working Together We Make A Difference.*

The program, modeled after the Department of Nursing's Spend a Day With a Nurse program, was the brainchild of Vicki Papagni, Revere Health Center Manager. "People occasionally come to me with what I would consider perception problems," said Ms. Papagni. "I thought it would be beneficial for the staff to get a glimpse of what it is like to be the other guy."

Dr. Harwood Egan, Pediatric Unit Chief, worked with Barbara Santuosso and the other secretaries at the front desk. There he was introduced to a frenetic environment where staff answer numerous phone calls, check in patients, and perform a myriad of other duties. "He found out many things that he did not know about the front desk," said Ms. Santuosso. "He discovered the many demands placed on our time and the challenge of urgent phone calls that demand good judgment. He observed first hand the scheduling difficulties that occur when a patient either doesn't show up for an appointment or comes in without an appointment."

Dr. Egan said that he enjoyed

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Dr. Harwood Egan, Pediatric Unit Chief at Revere Health Center, worked with health center secretary Barbara Santuosso. The two participated in a program modeled after the Department of Nursing's Spend A Day With A Nurse program. At Revere however, employees are working with their colleagues in a variety of departments.

Dr. Irvin Blank turns 90 and marks 54 years at the MGH

On February 20 Irvin H. Blank, PhD, celebrated his 90th birthday. Dr. Blank still came to work that day, but he took off early to observe the occasion with his family.

Dr. Blank, an Associate Biochemist in Dermatology at the MGH and Assistant Professor of Dermatology (Retired) at Harvard Medical School, has worked at the MGH for 54 years. His research in the 1950s on the effect of water and oil on the skin led to the conclusion that water softens the outside layer of the skin better than does any oil. Moisturizers were developed as a result of this observation.

He continues his writing and research at the hospital, albeit at a reduced schedule. The nonagenarian works about 30 hours a week, writing and reviewing articles, and doing some research. He is currently working on a history of the department.

When Dr. Blank is not at the MGH, you can sometimes find him at the Erikson Center Intergenerational Day Program in Cambridge where he hopes to develop seminars on health and fitness for the elderly. Dr. Blank has led exercise classes at the Center and is working with an MGH physical therapist to develop exercise routines for older people.

A native of Mount Carmel, Illinois, Dr. Blank studied at the University of Cincinnati where he received his PhD in bacteriology and biochemistry in 1928. He came to the MGH as a research fellow in dermatology in 1938 after doing post doctoral work in botany at Harvard University.

Dr. Blank has held leadership positions with the Dermatology Foundation and The Society for

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The AIDS Memorial Quilt comes to the MGH

Many stopped to reflect on the quilts that adorned the floor and hung from the railings in the WACC lobby last month. Health care providers may deal with AIDS more than some, but even here, the AIDS Memorial Quilt commanded silence, subduing the hubbub of the lobby.

"People were very quiet," said Linda Lass-Schuhmacher, RN, Health Education Coordinator of Employee Health Service, of those viewing the exhibit. "Even though we have many people here who work in direct patient care, many have not experienced the direct impact of AIDS. The quilt gives you that mpact. It makes you realize that people with AIDS are real people."

The MGH hosted an exhibit in February of the Names Project AIDS International Memorial Quilt in the WACC Lobby and in the atrium of Building 149. The Quilt is composed of many 3 X 6 foot panels, each memorializing a person with AIDS. Only a portion (17 panels) of the quilt was displayed at the MGH. The entire quilt, which consists of 14,780 panels, weighs 16 tons, and stretches 4.5 miles, is too large to be exhibited in its entirety.

Several MGH patients and one employee who died of AIDS were recognized in these quilts. The exhibit featured two panels made

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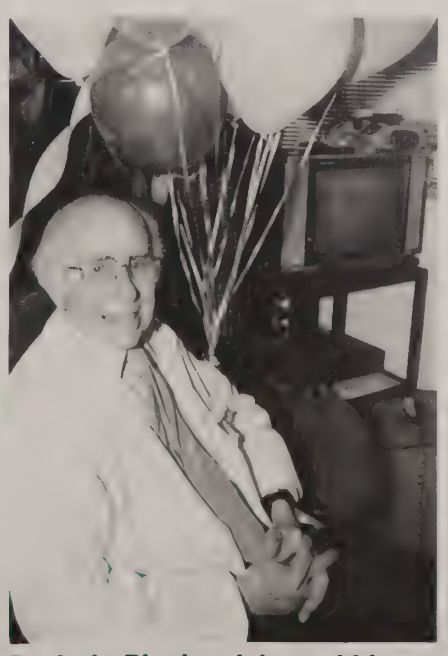
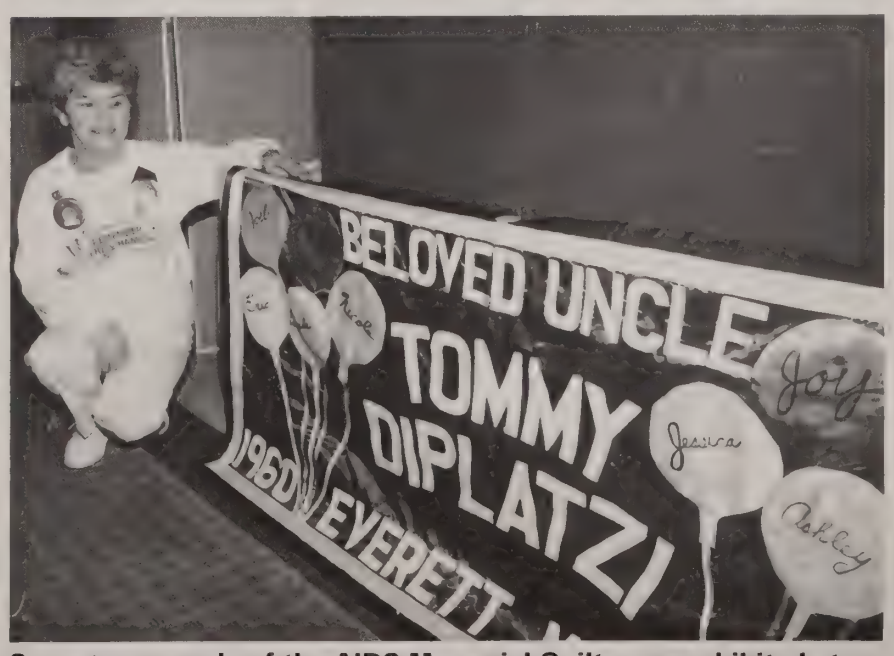


Dr. Irvin Blank celebrated his 90th birthday last month. He has worked at the MGH for 54 years.



Seventeen panels of the AIDS Memorial Quilt were exhibited at the MGH in February. Here Lorraine DiPlatzi displays the panel she made for her son Tommy. Tommy DiPlatzi worked at the MGH in the late 1970s in Emergency Services Registration.

Revere Health Center phlebotomist Marie Juste spent time working with her colleagues in Medical Records. From left are Carol Moran, medical records station coordinator; Ms. Juste; and Mary McKinlay, medical records abstractor.

Revere spend-a-day

from page 1

his spend-a-day experience and will do it again. "I decided to do this," he said, "because I think that as physicians we are unaware of how the support staff works. I thought it would be nice to be able to be more sympathetic to Barbara's job."

Dr. Egan agreed with Ms. Santuosso about what he learned during his stint at the front desk. "I learned that we are very lucky to have good secretarial and support staff so that we can do what we have been trained to do," he said. "We couldn't do it without them."

One of the particularly challenging departments at the health center is Medical Records. The patient medical record is crucial to providing consistent care, yet health center staff must keep track of records that may be at the Somerville file room, the main campus, or at one of the other health centers. "Medical Records is a very tough area," said Ms. Papagni. "This program has given providers a better understanding of the overall flow of records."

Both Marie Juste, a health center phlebotomist, and Caroline Williamson, a billing specialist, worked in Medical Records because they had had previous experience in that field. Ms. Juste had taken courses in medical records management before she took the job as a phlebotomist, and Ms. Williamson worked in Medical Records when she first came to the hospital in 1981. "It is a busy place to work," commented Ms. Juste, "Those girls really move."

Ms. Juste and Ms. Williamson teamed up with Mary McKinlay, a medical records abstractor, and Carol Moran, medical records station coordinator. These two women are responsible for requesting records from storage, pulling records for providers, sending records to different health centers and clinics, placing information in the record, and handling correspondence.

"I did things that I hadn't done in a long time," said Ms. Williamson. "Yet many things have changed. You don't really understand what a job entails until you do it yourself."

"If participants in the spend-a-day program gain a deeper understanding and appreciation of their colleagues' roles," said Ms. Papagni, "then this program will have been a success."

When Caroline Williamson, Revere Health Center billing specialist, first came to the MGH in 1981, she worked in Medical Records. From left are Carol Moran, medical records station coordinator; Ms. Williamson; and Mary McKinlay, medical records abstractor.

In general

Edward Harlow, PhD, Director of the Laboratory of Molecular Oncology at the MGH Cancer Center, recently received an American Cancer Society (ACS) Research Professorship. He is one of only 24 ACS Research Professors in the United States, six of whom are in Massachusetts. Dr. Harlow is one of only two awardees this year.

His work has centered on how small DNA tumor viruses cause changes in cells. His pioneering studies have provided insight into how proteins from the viruses overcome cellular control systems to transform normal cells into cancerous cells.

Dr. Harlow will receive $1,017,000 over the term of his Professorship, assuming that the award remains in effect until his retirement. The award, equivalent to an endowed chair and subject to scientific review every five years, is designed to free the recipient from academic tasks to concentrate solely upon research. It is notable that Dr. Harlow was honored with an ACS Professorship at such a young age. He is 40 years old.

MGH pediatrician **Dr. W. Allan Walker** has been appointed the Harvard Medical School Conrad Taff Professor of Pediatrics and Nutrition. Dr. Walker is the first physician to receive the professorship. The Chair will be based in the Children's Service at the MGH.

Dr. Walker holds joint appointments at the MGH and Children's Hospital. He is the Chief of the Pediatric Gastrointestinal and Nutrition Unit/Combined Harvard Program at MGH and Children's Hospital. In addition he is Chief of the Division of Gastroenterology and Nutrition at Children's and for ten years was Chief of the Pediatric Gastrointestinal and Nutrition Unit at the MGH.

Dr. Walker graduated magna cum laude in 1959 from DePauw University in Indiana. He received his medical degree with honors from the Washington University School of Medicine in St. Louis in 1963. Dr. Walker also holds an honorary degree from Harvard University.

From 1985-1991, Dr. Walker was Associate Editor of Gastroenterology. From 1983-1990 he was Assistant Editor of the Journal of Pediatric Gastroenterolgy and Nutrition. From 1989-1990 he was Chair of the Section on Growth, Development and Nutrition of the American Gastroenterological Association.

Dr. J. Robert Buchanan, MGH General Director, has been elected chairman of the Association of American Medical Colleges (AAMC). Dr. Buchanan has held many leadership positions with the Association including; chairman of the Council of Teaching Hospitals of the AAMC's Administrative Board, chairman-elect of the Council of Deans, and membership in the Executive Council of the Council of Teaching Hospitals. Since 1990 he has served as chairman-elect of the Association. The AAMC is an organization composed of medical schools, teaching hospitals, and academic societies. It seeks to improve the nation's health care through the advancement of academic medicine. The association also strives to set a national agenda on medical education, biomedical research, and health care.

Phyllis Silverman, PhD, Professor at the MGH Institute of Health Professions and Associate in Social Welfare in the MGH Department of Psychiatry, Harvard Medical School, was awarded a Presidential Medal from her alma mater, Brooklyn College, for her work in bereavement. Dr. Silverman has been involved in studies of bereavement for more than 25 years. She was director of the Preventive Intervention Unit at the Laboratory of Community Psychiatry of Harvard Medical School. There she developed a widow-to-widow demonstration project that has become a model for similar programs throughout the country and abroad. She is currently co-principal investigator and project director of a longitudinal study of the impact of the death of a parent on school-age children.

In 1987 Dr. Silverman was cited by the Prevention Task Force of the American Psychological Association for her work on developing the widow-to-widow program which was considered an exemplary program in prevention. A graduate of Brooklyn College, where she received a bachelor's degree in psychology and sociology in 1948, Dr. Silverman earned a master's degree from Smith College School of Social Work in 1954, a master of science degree in hygiene from Harvard University School of Public Health in 1962, and a doctorate from Brandeis University in 1969.

Klara Sztucinski, formerly Manager of Training and Development, has accepted a newly created position as Director of Quality Management for the Department of Radiology.

Ms. Sztucinski started at the MGH as an Admitting Assistant in Emergency Services. She went on to become Group Leader, and later, Administrative Supervisor in Emergency Services. When she joined Human Resources, she worked as a Training Specialist before becoming Manager of Training and Development.

Ms. Sztucinski developed innovative educational programs for the hospital in her five years with Training and Development. She introduced adult basic education programs, and organizational and leadership programs such as Working! and Front Line Leadership. In

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What's happening

Employee Assistance Program moves to Burnham

The MGH Employee Assistance Program (EAP) has moved to newly renovated space on Burnham 4. In addition, the MGH EAP has expanded its service to include Spaulding Rehabilitation Hospital.

The EAP provides short-term counseling as well as assessment and referral for any type of personal issue including child care, finances, legal issues, stress, career planning, family and relationship issues, substance abuse, or elder care. The program, directed by Andrea Piraino-Stidsen, LICSW, maintains clients' complete confidentiality. No information about an employee's participation with the EAP will be included in the personnel or medical record.

Business hours are Monday through Friday from 8:00 a.m. – 5:00 p.m. Appointment hours are 7:00 a.m. – 7:00 p.m., on weekdays. For more information about the EAP call ext. 6-6976.

Health Care Apparel Show and Shoe Sale

The Ladies Visiting Committee and the Hospitex Division of Baxter Healthcare Corporation will host a *Professional Health Care Apparel Showing and Shoe Sale* on Friday, March 20, in Walcott Rooms 1 and 2. The sale will be held from 7:00 a.m. to 5:00 p.m. (The MGH has had a long-standing relationship with Baxter.)

For sale will be a wide variety of uniforms and scrubs. Discount coupons for uniforms will be available at the sale. In addition, the sale will feature dress shoes and professional nursing shoes, as well as athletic shoes from L.A. Gear, Reebok, Avia, and Keds. A portion of the proceeds from the event will be donated to the MGH.

Parents!

Children aged six months to five years, from families with no history of reading difficulty, are needed for a research study on early language development. Researchers will videotape your child at home. Sessions involve games with toys and puppets and pay $10.00 per visit. For more information call Cathy at the Neurolinguistics Lab at ext. 6-3952.

General Store holds spring-cleaning sale

The General Store will have a *Spring Sweep Sale* from 10:00 a.m. - 4:00 p.m., Thursday and Friday, April 2 and 3. The sale will be held in the WACC Lobby. MGHers can save up to 75 percent off on jewelry, gifts, toys, and more.

Study on the effects of maternal epilepsy needs volunteers

The Embryology-Teratology Unit of the MGH Children's Service seeks children six years of age and older whose mothers have a seizure disorder. Participation involves one half-day visit, with flexible after-school appointments available. Participants will receive a stipend, reimbursement of travel expenses, a free hearing test, IQ and psychometric evaluation, and an exam by a pediatric neurologist and a pediatrician. For more information, call Richard Benoit or Elizabeth Harvey at 6-5778.

MGH celebrates National Secretaries Week

Human Resources will sponsor a one-day celebration in honor of National Secretaries' Week on Wednesday, April 22, from 10:00 a.m. - 3:00 p.m. The event will take place in the Walcott Rooms. All administrative and clerical support staff are welcome.

Presentations will include a "Dress for Success" fashion show, an aerobics performance, software demonstrations, and more. In addition, a workshop entitled *Managing Stress Through Humor*, will feature nationally-known educator, humorist, and motivational expert Loretta LaRoche. Ms. LaRoche's presentation will be held in the Meltzer Auditorium of the Massachusetts Eye and Ear Infirmary, from 10:00 a.m. - 12:30 p.m. For tickets to the fashion show or the workshop, call Human Resource's 24-hour Hotline at 932-5357. Space is limited for these events.

Along with refreshments and thank-you gifts, participants can win door prizes such as: gift certificates from Rebecca's, the Hard Rock Cafe, or Hit or Miss; one week of free parking in the MGH garage; a plant from the MGH Flower Shop; or a gift from Egghead Software.

MGH minority nurses celebrate Black history

The MGH Minority Nurse Task Force helped celebrate Black History Month at the MGH with a diversity awareness program. The program featured as keynote speaker Dr. N. Anthony Coles, MGH cardiologist and chair of the Minority Recruitment Committee of the Department of Medicine. Dr. Coles discussed the achievements of African Americans in medicine and talked about the MGH's efforts to recruit physicians of color.

Other speakers included Michele Julian, assistant vice president of employment at Shawmut National Corporation, who gave a talk on Workforce 2000; Sharon Callendar, BSN, RN, president of the New England Regional Black Nurses Association, who gave a talk about the history of African Americans in nursing; and Elvoid Mayers and

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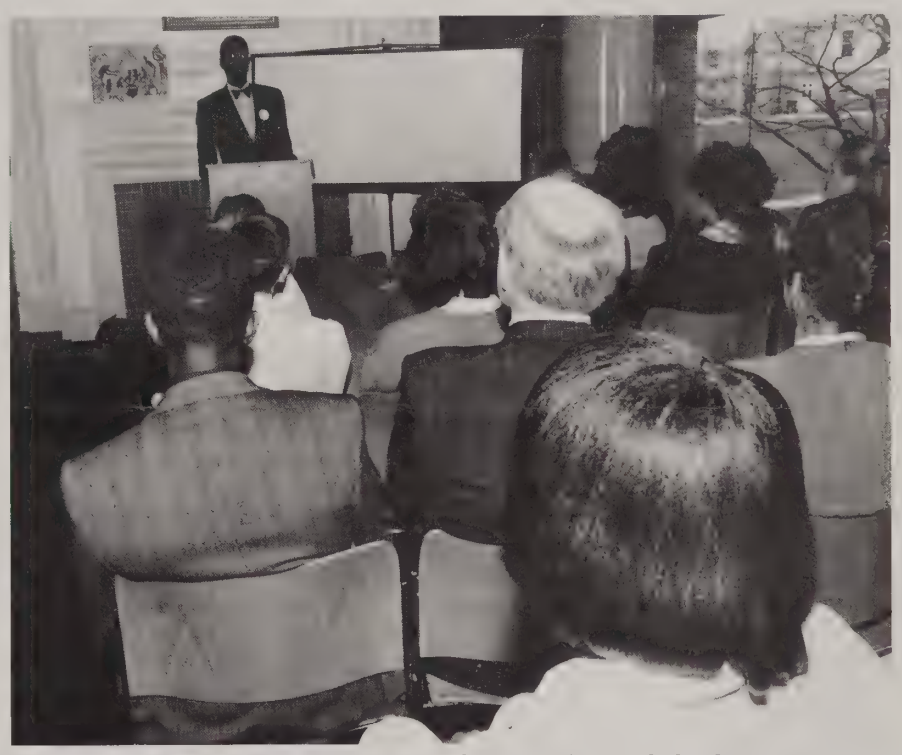


MGH cardiologist Dr. N. Anthony Coles delivered the keynote address at the diversity awareness program sponsored by the MGH Minority Nurse Task Force. The program was in recognition of Black History Month.

Buildings and Grounds holds lunchtime seminars on topics designed to help the do-it-yourselfer with home repair needs. The seminars are held at noon in the Bulfinch 2 conference room. Here Bob Steiber, Foreman of the HVAC Shop, tells listeners about domestic refrigeration and air conditioning maintenance. The next lecture is on Thursday, March 19. Bill Dignan, Assistant Foreman of the Electrical Shop, will discuss home security systems.

MGH HOTLINE

AIDS Quilt

from page 1

by Pat Kelleher, RN, an MGH research nurse. Ms. Kelleher's panels memorialized Tom Crowley and Charley Lewis. Mr. Crowley and Mr. Lewis were MGH patients who died in the mid 1980s.

Two other panels remembered Kevin Mathis and Jeff Mullican, two MGH patients who participated in clinical trials at the hospital. Both Mr. Mathis and Mr. Mullican died of AIDS in the late 1980s.

Dr. Martin Hirsch and Teri Flynn, RN, AIDS nurse clinician, were primary care providers for all four of these patients.

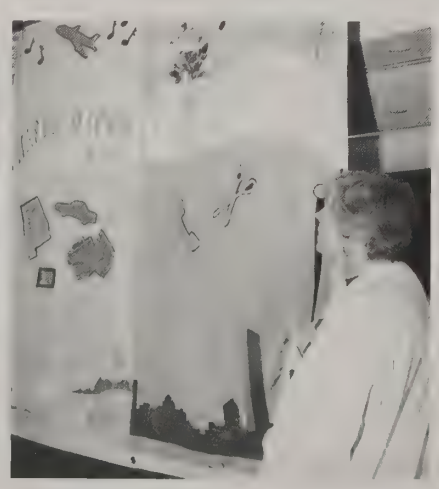
An additional panel, which had just been finished and was being exhibited for the first time at the MGH, told the story of Tommy DiPlatzi, an MGH employee who worked in Emergency Room Registration. His mother, Lorraine DiPlatzi, designed the quilt, which featured balloon appliques inscribed with the names of each of Tommy's nieces and nephews. The mother of six waited to finish the quilt until the arrival of Angela, her newest granddaughter. Angela's name was the last to be added.

The exhibit also featured an educational display put together by the MGH AIDS Educational Task Force which includes representatives from Employee Health Service, the AIDS Clinical Trials Unit, the Genito-Infectious Disease Clinic, the Andrews Unit, the Department of Social Service, the Employee Assistance Program, the Infection Control Unit, and the MGH Chaplaincy.

In addition, there was an exhibit on AIDS education in the school system. This exhibit was compiled by Timilty Middle School eighth grader Maria Ramos. Ms. Ramos worked with her MGH mentor, Ms. Schuhmacher, to design the exhibit for the Timilty science fair. The MGH has a partnership with the Timilty Middle School in Roxbury, which includes, among other things, a science fair mentorship program.

The MGH has long been at the forefront of AIDS education, treatment, and research. This June, the hospital will again be a corporate sponsor for *From All Walks of Life*, a five-mile walk to raise funds for AIDS care.

Seventeen panels of the AIDS Memorial Quilt were exhibited at the MGH last month. Some of the panels memorialized MGH patients or employees who have died of AIDS.



MGH nurse Pat Kelleher views the panels she made for MGH patients Thomas Crowley and Charlie Lewis.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Dr. Blank turns 90

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Investigative Dermatology. He served as the Society's director, vice president, and president. He also has served on the Editorial Board of the Journal of Investigative Dermatology. Dr. Blank's entree into dermatology research was recorded in the Journal. It was this publication that in 1939 featured his first dermatology research paper on the measurement of the pH of the skin. Dr. Blank's very first research paper, however, was published in 1928 in the Journal of the American Leather Chemists Association. The Journal of Investigative Dermatology has published another of Dr. Blank's papers; an editorial entitled *Industry-Funded Dermatological Research Within Academia in the United States: Fiscal and Ethical Considerations.*

A week before Dr. Blank's birthday, his colleagues threw him a surprise party. "It was slightly embarrassing," he said, "but very exciting, and thoughtfully done."

Dr. Blank says that as long as he feels well, he will continue his work at the MGH and the Erickson Center. He doesn't think that he will equal Dr. Oliver Cope's 60 years of service though. (Dr. Cope was recognized at Ether Day 1988.) "Dr. Cope got his 60-year pin the same year I got my 50-year pin," said Dr. Blank, "but he started working here at a younger age. I'm not betting I'll match that." Dr. Blank is also concerned that he not dominate a position that a younger person could fill. "It is important," he said, "that you leave space for younger people. Uppermost in my mind is that I not keep someone else from advancing professionally."

In general

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addition, she has introduced several diversity programs including "BAFA, BAFA," and annual forums on managing differences.

The focus of the position in Radiology is to help the department develop a strategy for improving quality of service to all internal and external customers while finding ways to lower costs. Ms. Sztucinski notes that the key to achieving that goal is in developing a culture that promotes and maintains a high quality of work life for the employee.

Shirley H. Wray, MD, PhD, FRCP, Director of the Unit for Neurovisual Disorders in the MGH Department of Neurology and Associate Professor of Neurology at Harvard Medical School, has been selected vice president of the American Neurological Association (ANA). Dr. Wray has also been appointed to a second term as chair of the ANA's Long Range Planning Committee.

Emmanuel College featured **Dr. Thomas Durant**, Assistant General Director at the MGH, as guest speaker last month for a colloquium on the impact of war and politics on public health. Dr. Durant delivered a talk entitled *Cholera, Shrapnel, and Politics.* The MGH physician and administrator shared his experiences as a volunteer at refugee camps along the Thai-Cambodian border and in Afghanistan, Ethiopia, and northern Iraq. Emmanuel College, situated on The Fenway, was founded in 1919 as the first Catholic women's college in New England.

Nurses celebrate Black history

from page 3

Donna Brown, both of the Delta Kappa Gamma Society International, who gave a joint presentation entitled "Women of Commitment." The diversity awareness program also featured a display of African and African American artwork.

The Minority Nurse Task Force, chaired by Lee Niles, RN, is spearheading a number of initiatives to address issues of recruitment, retention, and professional growth for minority nurses at the MGH. "We hope that the program helped to heighten the awareness of the contributions made by African American professional nurses," said Ms. Niles. "And we are truly encouraged by the support we have received from Human Resources as well as from the Department of Nursing." Ronnie Greene, RN, is co-chair of the Minority Nurse Task Force. The task force will celebrate its first anniversary this month.

Lee Niles, RN, chair of the MGH Minority Nurse Task Force, greets Thomas Rothwell, Vice President of Human Resources, at a celebration in February of Black History Month.

MGH HOTLINE

PLEASE RECYCLE

9 April 1992

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Dr. Lamar Soutter was the first director of the Blood Transfusion Service and the hospital's first blood donor. His efforts to begin a plasma collection program were crucial to the MGH's response to the Cocoanut Grove fire because physicians needed large amounts of plasma to treat burn victims.

The BTS is 50 years old

Dr. Lamar Soutter was the MGH's first blood donor

The MGH's first official blood donor was first in many areas. Dr. Lamar Soutter was the first director of the MGH Blood Transfusion Service — Boston's first hospital-based blood bank. He also was the first dean of the University of Massachusetts Medical School. After he retired from UMass Medical School, he started a medical school in Tennessee and, at the age of 75, served as the school's dean for eight months.

Dr. Soutter's pioneering and adventuresome spirit started early. After graduating from Harvard University in 1931, he ran off to sea. He later toured Manhattan in a rowboat. In 1945, he was awarded a medal for bravery for flying a glider through enemy territory into Bastogne, Belgium, to provide medical assistance to U.S. soldiers fighting in WWII.

Dr. Soutter pioneered blood banking at the MGH. He became the Blood Transfusion Service's (BTS) director in April 1942. Dr. Soutter was an early proponent of storing plasma in preparation for possible civilian disaster. He didn't get much support, however, and the BTS had to raise its own money to begin plasma collection.

The general opinion that plasma and blood banking were dubious activities turned around after the Cocoanut Grove fire in November 1942. The availability of large amounts of plasma to treat burn victims was crucial to the MGH's

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MGH patient joins voice with lead of *Les Miserables*

Two soprano voices filled the room—one at first tentative, then rising, filling the song "On My Own" with emotion. The voices were those of Candese Marchese, the female lead in the Broadway play Les Miserables, and Cathlyn "Cathe" Chermisino, a 14-year-old MGH patient from Hanson, MA.

Cathe was training to become a professional singer until she was hit by a car last fall. The accident rendered her paralyzed from the chin down. She is now dependent on a ventilator to breathe, and will likely never sing again.

"On My Own" is the opening song for the second act of *Les Miserables,* an award-winning musical that tells of love and revolution in 19th century France. The musical is one of Cathe's favorites, and she envisioned herself playing the lead role of Eponine (played by Candese).

turn to "Les Miserables" page 3

Members of the cast of *Les Miserables* visited MGH patient Cathe Chermisino (center) last month. Candese Marchese, who played the lead role of Eponine, sang "On My Own" accompanied by a tape recording of Cathe singing the same song. Cathe was training to become a professional singer but was hit by a car last fall. She will probably never sing again. The tape of her singing "On My Own" is one of the few recordings her family has of her voice.

Dr. Zarins joins Project Hope team to provide aid to Latvia

As part of the U.S. initiative to provide humanitarian aid to the Baltic countries, Dr. Bertram Zarins, Chief of Sports Medicine at the MGH, joined Vice President Dan Quayle, Marilyn Quayle, and two other U.S. physicians on a visit to Latvia in February. The Baltics consist of Latvia, Lithuania, and Estonia.

The team of physicians, sponsored by Project Hope, supervised the unloading of planes and the distribution of donated medical equipment and supplies. Many MGH staff members helped stockpile supplies that the hospital could no longer use and sent them along with Dr. Zarins on his trip. In addition, MGHers also made personal donations of funds and equipment.

The Project Hope team toured facilities, taught surgical procedures, and provided consultation on pediatric respiratory problems, vascular surgery, and orthopedics, including instruction in the use of newly donated equipment. In addition to meeting the Vice President, Dr. Zarins accompanied Mrs. Quayle on a tour of the Latvia Republic Children's Hospital in Riga. He also treated a professional Latvian basketball player who had suffered a knee injury.

Including Dr. Zarins, the Project Hope team consisted of Dr. Robert Crone, a pediatrician at the Washington University School of Medicine in St. Louis and leader of the project, and Dr. Christopher Zarins, Chief of Vascular Surgery at the University of Chicago and Dr. Bert Zarins' brother.

Dr. Bert Zarins has for several years been involved in providing medical assistance to Latvia. He has taken eight trips to that country and was the first surgeon ever to perform arthroscopic surgery there. In addition, the MGH orthopedic surgeon has equipped six hospitals in Latvia to do arthroscopic surgery and established an arthroscopy teaching center in Riga.

One year ago he helped found the Latvian Arthroscopy Association, which will hold its first conference in June. He and Dr. Christopher Zarins are organizing the Second Latvian World Congress of Medicine

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Inside

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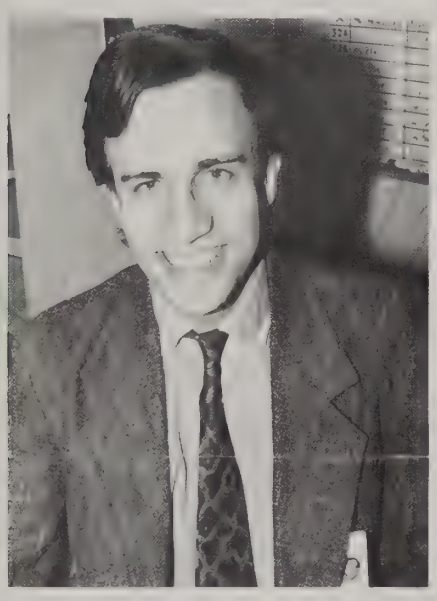
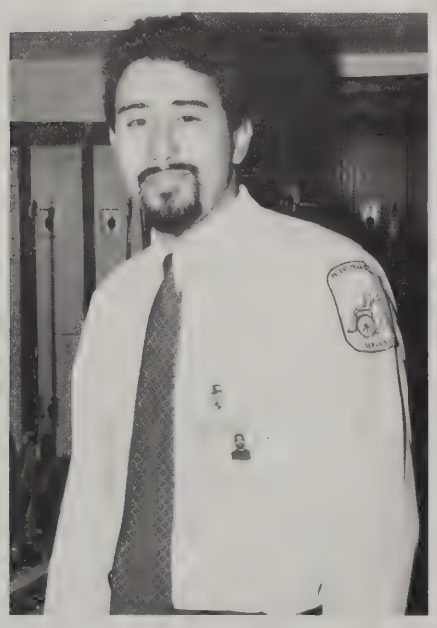
Do you give blood?

The MGH Blood Transfusion Service (BTS) was founded in 1942. This month the service celebrates its 50th anniversary. In honor of 50 years of blood banking, the BTS is conducting an employee blood drive to increase the number of MGH employees who donate blood. Here MGH employees tell why they do or do not give blood. Do you give blood?

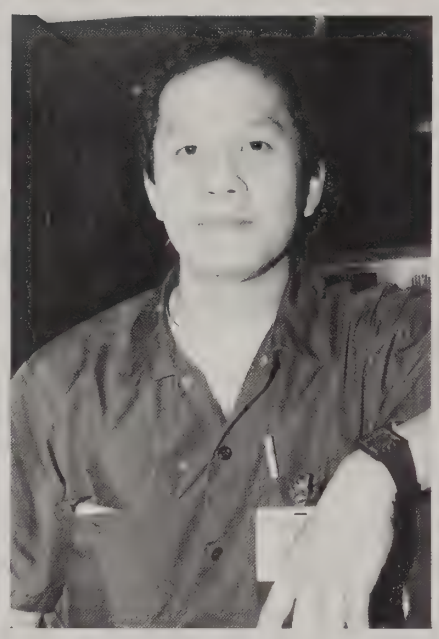
Carol Reed of Information Resources is not a blood donor. This working mother points to the inconvenience of coming to the main campus to give blood. "If the BTS van were to come to Charlestown," she said, "I would give blood."



Ed Andrews, Operations Coordinator on Ellison 14, has been a blood donor for 12 years. "The only way you can get blood is by giving it," he said. "Somebody's got to do it."



Carlos Hernandez of Materials Management has never given blood. "I'm a bit nervous about it," he said. "And I never seem to have the time."



Fernando Jose of HVAC has given blood, but not at the MGH. "I am a blood donor," said Mr. Jose. "If someone in my family ever needs blood, it will be easier for them to get it because there will be more available."

Jane Dietrich of Research Affairs used to give blood when she worked for Bank of Boston. But she is not a donor now. "I know blood is needed because I work in a hospital," she said. "I just haven't gotten there (to the BTS) yet."

Mary Hollingsworth of Information Resources has made 30 blood donations. "My mother used to give blood when I was growing up," she said. "It seems like a family tradition. I have also known people who needed blood — like a friend of mine who had to have a liver transplant. I know the importance of giving blood."

Alice-Jo Diloreti, a Medical Records Abstractor, has never given blood. But she is making an appointment to do so. "I injured my back," she said. "I want to give blood to remind myself that I am not as bad off as some other people. I want to give something good, rather than always having them work on me."

Gordon Danieli, Materials Management Dispatcher, has never given blood. "I haven't gotten around to it," he said. "If a family member needed it, I would do it."

Jonell Haynes of Research Affairs has never given blood. "I don't like needles," she said. "I know it doesn't hurt, but I get tense." Ms. Haynes says she would give blood, if she could do so in a relaxing atmosphere.

Iain Wright, Manager of the Model Shop, is a regular blood and pheresis donor. "It makes me feel good," he said, "because I am helping somebody else. There is no cost or expense or discomfort to it. And it is always needed."

MGH's first blood donor

from page 1

now historic response to the disaster. That event firmly established the blood bank at the hospital.

To ensure the availability of blood and plasma, Dr. Soutter instituted an aggressive campaign to recruit donors. In 1946 the Service hired a full-time employee for this function.

Dr. Soutter's focus on donor recruitment was visionary. During its first month of operation, the BTS gave 150 transfusions. Today, the Service transfuses more than 4,000 units of blood components to patients each month. To help meet the ever rising need for blood, donor recruitment is still one of the Service's most important functions.

Dr. Soutter, who was trained as a thoracic surgeon, left the MGH in 1952 to become Associate Professor of Surgery at Boston University School of Medicine. He later became acting dean of the school. In 1961 Dr. Soutter was chief of surgery for all Veterans Administration hospitals in New England and New York. He returned to the MGH in 1963 as Chairman of the Committee on Medical Teaching and Education.

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MGH HOTLINE

For new BTS director, the challenge is change

Job one for Dr. Christopher Stowell, the new director of the Blood Transfusion Service (BTS), is managing in a changing world of blood banking. "We are coming," he said, "into an age of increased computerization, a greater focus on infectious disease and blood conservation, and a need to support new techniques such as bone marrow transplantation."

To keep up with the many changes in blood banking, Dr. Stowell will lead the BTS staff in new directions. The department has joined forces with the departments of Anesthesia and General Surgical Services to develop a pilot blood conservation program designed to better utilize the blood conservation techniques already available at the MGH. Through this program, a patient seeking surgery here would be advised of many options to decrease the need for transfusion. If appropriate, a patient would be told about autologous blood donation

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The MGH held a reception for Dr. Christopher Stowell, the new Director of the Blood Transfusion Service. From left are Dr. Michael Laposata, Director of the Clinical Laboratories; Dr. Robert McCluskey, former Chief of Pathology, and Dr. Stowell.

Dr. Zarins

from page 1

scheduled for June 1993. The First World Congress was held in 1989 and attended by more than 6,000 Latvian physicians. Dr. Bert Zarins, a native of Latvia, is also President of the Latvian Physicians' and Dental Association.

Dr. Bert Zarins joined Vice President Dan Quayle (center), Mrs. Quayle, and a Project Hope team on a trip to Latvia in January. Dr. Zarins is standing behind the Vice President, to his immediate right.

Les Miserables

from page 1

Cathe had a dream come true last month when the cast from *Les Miserables* came to the MGH to visit her. In the family room of Ellison 19, the *Les Miserables* cast listened to a recording of Cathe singing "On My Own." Her nurse rewound the tape, and Candese sang along with the recording of Cathe's voice.

Cathe used her own money to make the tape at a recording booth in Canada, where she went for vacation last summer. A song of unrequited love, "On My Own" is performed with deep emotion and requires a well-trained soprano. The tape of Cathe singing this song is one of the few recordings her family has of her voice.

The *Les Miserables* cast found out about Cathe's plight in much the same way many aspiring actresses and actors get their first break. For her 14th birthday in December, Cathe was to go to the *Les Miserables* performance at the Wang Center. But her accident prevented her from attending. Her friend, Stacia Newcomb, went instead, and, after the performance, she made her way backstage and gave Cathe's tape to Candese. Cathe's aunt had also sent a tape and written a letter to the management explaining Cathe's situation.

The *Les Miserables* crew has made Cathe an unofficial member of the cast. They presented her with a cast denim jacket with the play logo on it, an autographed poster, flowers, and a T-shirt. In addition, she has been promised a front row seat when *Les Miserables* returns to Broadway next year. "Her spirits have been very good," said Mrs. Chermisino of Cathe. "And this means an awful lot to her." Jenna McKee was Cathe's primary nurse, and Dr. Robert Wharton her pediatrician.

Cathe Chermisino became an unofficial member of the *Les Miserables* cast last month. From left are *Les Miserables* cast member Maggie Bilder, Rose Chermisino, Dr. Robert Wharton, and Cathe. Not pictured is Cathe's primary nurse, Jenna McKee.

What's happening

Eat for the health of it

The MGH Department of Dietetics is beginning a new session of "Eating for the Health of It," a program that includes lectures on nutrition, cooking demonstrations, and preparation and enjoyment of a complete dinner. Literature on nutrition and recipes are included. The six-week program begins on Wednesday, April 22, from 5:45 p.m.–7:45 p.m. The fee is $150. MGH employees receive a $10 discount. Call 726-2779 to register. Space is limited.

Attention golfers

Dust off your clubs and start working on your swing. It is time to play golf. The MGH Twilight Golf League welcomes golfers of all levels—from beginners to scratch handicappers. League play begins the week of April 26 and continues until September 12. The league sponsors two outings and monthly tournaments. For more information, stop by Golf League information tables, which

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What's happening

from page 3

will be set up in the MGH cafeterias from 11:30 a.m.–1:00 p.m. on April 14, 15, and 16. You can also contact Jordan Halasz at 6-3176, or John Favorito at 6-6934.

Holy Week Services

The MGH Chaplaincy will hold Ecumenical Services in the MGH Chapel during the week of Palm Sunday (April 12). Services are scheduled at 12:15 p.m., April 12–16. A Good Friday service will be held on April 17 from noon–3:00 p.m. Protestant Communion will take place on Easter, April 19, at 10:30 a.m.

MGHers run for credit union board

Donna Cutillo, Education Coordinator for the Department of Anesthesia, and Mark Kaplan, Assistant Director of Pharmacy, are both running for the Harvard University Employee Credit Union Board. The election will be held on Wednesday, April 15, in the Rosco Pound Building in Harvard Square. Shuttle buses will leave the Gray Lobby at noon and 1:00 p.m.

There are seven positions open on the Board. Mr. Kaplan and Ms. Cutillo are the only two MGH candidates running. There are currently 21 members on the board including John Donovan of Transport Services and Gail Arbuthnot of Hematology-Oncology.

Ms. Cutillo has worked at the MGH for 10 years. In addition to her responsibilities in Anesthesia, she is Assistant Coordinator of the MGH Employee Aerobics Program. Mr. Kaplan has worked at the MGH for four years. He received his MBA from Western New England College in 1990.

Person-to Person: Living with Cancer

A free support group for cancer patients, their family members and friends begins on April 23. "Person-to-Person: Living With Cancer" meets eight consecutive Thursdays at 6:30 p.m. The group can help participants improve communication skills, deal with feelings, share coping mechanisms and resources, and get on with living. For more information, call Evelyn Malkin, LICSW, at 6-2613.

MGH will celebrate National Lab Week

The MGH will recognize National Laboratory Week this month with a booth in the WACC lobby. During the week of April 13, the booth will highlight what MGH laboratory workers do. The Blood Transfusion Service will hold an open house on April 15 from 9:00 a.m.–3:00 p.m. Tours of the Service will begin every 30 minutes at the donor center in the Gray 1 Lobby.

Come to SkinSavers '92

Summer sun is fun, but it can be a major factor in developing skin cancer. Learn more about skin cancer by coming to the SkinSavers '92 Skin Cancer Education Program at the MGH on Wednesday, April 29.

SkinSavers '92, sponsored by the American Cancer Society, is offered at the MGH by the Dermatology Service and the MGH Cancer Center. Two programs are provided free of charge to all MGH and MEEI employees. Information and sunscreen samples will be available in the WACC Lobby from 10:00 a.m. to 3:00 p.m. on April 29. A free skin screening will be offered to employees on Tuesday, May 12, from 3:00 p.m.–5:00 p.m. in the Dermatology Service on WACC 4.

To be screened, employees must present their ID badge and must have filled out a questionnaire at the April 29th educational program. Employees who already have a dermatologist are not eligible for this screening.

Win at the losing game

The MGH Nutrition Service is offering "Winning at the Losing Game," a comprehensive program that focuses on nutrition, eating habits, and exercise. The class meets for 12 weeks every Tuesday evening from 5:30 p.m.–8:00 pm. The next class begins April 21. Call ext. 6-2779 to register. Space is limited.

April is National Occupational Therapy Month

Occupational Therapy is the art and science of using everyday activities to promote the development of life skills in people with disabilities. The 16-member Occupational Therapy Department at the MGH provides services in pediatrics, neurology, cardiology, pulmonary functioning, orthopedics, and psychiatry. Drawing upon an educational background in pyschosocial and physical dysfunction, the goal of the Occupational Therapist is to maximize a person's independence and function.

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Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

BUMC/University Hospital claims MGH faces de-feet

The employees of Boston University Medical Center/The University Hospital are laying down a challenge to members of the MGH staff: Can you match our miles in the Greater Boston Walk for Hunger on Sunday, May 3?

"In walking for hunger, we're challenging you
To match our pledging and plodding crew.
Finding funds for food by a walk in the sun
Sounds serious, you guys, but it'll be fun.
The cause is great, the exercise complete,
Fear not, Mass Gen'l, you're facing de-feet."

MGH Human Resources is coordinating MGH walkers for the 23rd Annual Walk for Hunger. But University Hospital employees insist that they can outpace MGHers in the Walk. Let's give University Hospital its walking papers and sign up for the Walk for Hunger or support other MGH walkers with our pledges. Booths will be set up throughout the hospital this month to recruit walkers and collect pledges.

New director of the BTS

from page 3

(where the patient donates his or her own blood for later use while undergoing surgery), or intraoperative blood salvage (where blood is recirculated during the surgical procedure). The MGH began using autologous blood in the 1960s and developed in the 1970s a way to save blood during surgery.

In addition, the BTS is looking ahead to develop programs to support bone marrow transplantation and peripheral stem cell collection. The small number of stem cells found in the circulation will eventually develop into bone marrow cells. They can be collected and used to support patients receiving bone marrow transplants or chemotherapy.

Managing change within the 50-year-old department will also require sensitivity. "Whenever a new person comes in, services take a new direction and begin to develop into new areas," said Dr. Stowell. "You have to accomplish the change by building on past strengths and not denigrating what has happened before."

To bring in the new and still honor the past, Dr. Stowell and his staff have for the last year been planning the BTS's 50th anniversary recognition activities. This month, the BTS will hold a reception at the JFK Library in honor of the contributions of BTS employees and in recognition of the BTS's place in making blood banking history.

The MGH Blood Transfusion Service, founded in 1942, was the first hospital-based blood bank in Boston. The first blood bank in the country was established in 1937 at Cook County Hospital in Chicago.

The MGH blood bank has had many firsts. This was the site of the first accredited reference laboratory to solve difficult blood typing and cross matching problems for other hospitals. It was also here that the nation's registry of rare blood donors was established. The registry was started by the BTS's second director, Dr. Morten Grove-Rasmussen. In addition, the Service's last director, Dr. Charles Huggins, was the first to develop a practical method for freezing large quantities of blood.

Dr. Stowell came to the MGH from Nashville, Tennessee, where he was Acting Medical Director of the American Red Cross Blood Services and Chief of Clinical Pathology at St. Thomas Hospital. Dr. Stowell was also Medical Director of the Blood Bank at St. Thomas Hospital.

Dr. Stowell received his medical degree from the University of Connecticut School of Medicine, his Ph.D. in biochemistry from Johns Hopkins University, and his undergraduate degree from Brown University.

Dr. Stowell is a regular blood donor and encourages others to give blood. "People need blood, and it is in very limited supply," he said. "You can't get it some place else. By giving blood you can feel good about yourself because you are doing something for no other reason than to help another person."

MGH's first blood donor

from page 2

In that capacity, he sought to develop the use of television to conduct teaching conferences with community hospitals.

Dr. Soutter was also Director of the Blood Bank at the Chelsea Soldiers' Home, President of the New England Association of Blood Bank Directors, Chairman of the Committee on the Supervision of the Massachusetts Red Cross Blood Program, and Massachusetts State Representative of the American Association of Blood Banks. He served with the Army Medical Corps as a surgeon with the First and Third Armies, and left as a major in 1945.

The BTS this month celebrates its 50th anniversary with a reception at the JFK Library, which Dr. Soutter, now 83 years old, will attend. Also in attendance will be the BTS's current director, Dr. Christopher Stowell, as well as the family members of the BTS's former directors, Dr. Morten Grove-Rasmussen and Dr. Charles Huggins, both deceased.

PLEASE RECYCLE

MGH HOTLINE

30 April 1992

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MGH has established center for infertility research

by Gail Davison

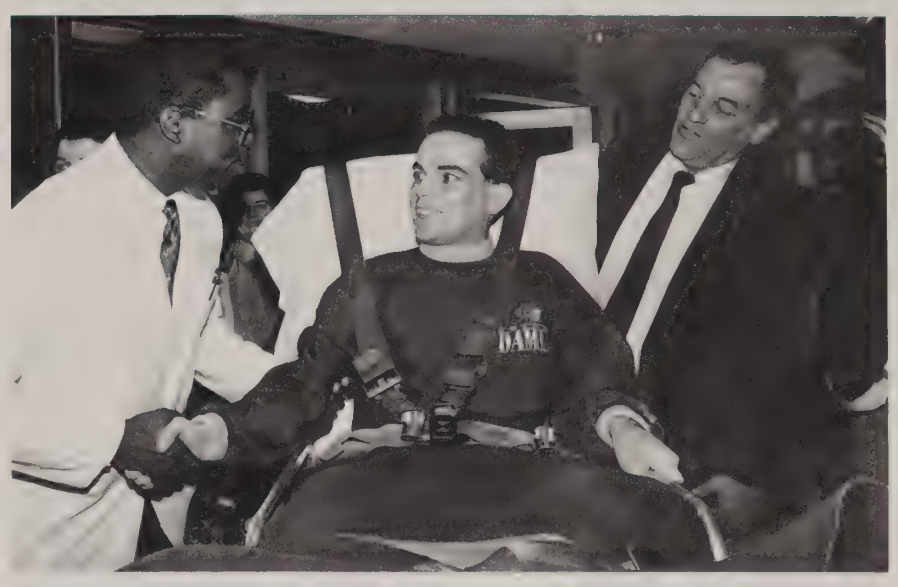
The MGH has received a $7 million, 5-year grant from the National Institutes of Health (NIH) for a center for infertility research. The center is a component of a national cooperative program sponsored by the National Institute of Child Health and Human Development (NICHD). Only two such awards were given to U.S. medical institutions; the mandate for these new centers is at least partly the result of lobbying efforts by the Congressional Caucus for Women's Issues, a group of congresswomen and men concerned with a variety of women's issues.

An estimated 10 to 15 percent of couples in the United States have trouble conceiving. In about 30 percent of those couples, either the man or the woman is found to have abnormalities in the hormonal control of reproduction. The chief purpose of the new MGH center, called the Specialized Infertility Research Center, is to expand the scientific foundation upon which the evaluation and treatment of these hormonal disorders are based.

The NIH director, Bernadine Healy, has expressed her commitment to increasing the level of funding for research into women's health, even as the per-investigator monies available for scientific research are diminishing. She announced in October the launching of a 10 to 12-year Women's Health Initiative aimed at helping reduce the "knowledge gap" between men's and women's health. Approximately $500 million have been set aside to study preventative approaches to cancer, heart disease, and osteoporosis. The initiative will also evaluate the effectiveness of community health programs.

The grant award to the MGH is one of the largest made in the Reproductive Sciences by the National Institutes of Health. In addition to the MGH, the University of Michigan was also awarded a

turn to "Infertility research" page 4



Timothy Henrick, a police officer from Methuen, was shot by a burglary suspect on Christmas Day. After a miraculous recovery, he was discharged to a rehabilitation hospital last month. Here he says goodbye to his physician, Dr. Edward M. Barksdale, Jr., Chief of the MGH's West Surgical Service. To Officer Henrick's left is his father, Kenneth Henrick.

Team work and close attention to detail helped pull Timothy Henrick through

In many ways Timothy Henrick's story was exceptional. On Christmas day, this 25-year-old police officer was shot in the leg by a burglary suspect. Mr. Henrick had no blood pressure for 15-20 minutes after the shooting. He had numerous surgeries and received 168 units of blood, plasma, platelets, and other blood products. "Usually after 7 to 10 minutes of complete blood pressure loss, patients don't recover," said Dr. Edward M. Barksdale, Jr., Chief of the MGH's West Surgical Service. "He has made a remarkable recovery, and we hope he will improve even more with continued rehabilitation."

Last month, the Methuen officer was discharged to a rehabilitation hospital near his home. But after a week there, he received a one-day pass — his destination — home to have Christmas dinner, in the middle of March. The Henrick family had delayed opening presents and removing decorations until Timothy came home. On that day, his mother cooked the Christmas works — turkey, dressing, and all. An exceptional and unusual story.

But what was "the usual for the MGH," yet still exceptional, was the MGH health care providers who came together to help the Methuen man beat the odds that he would live and be able to walk again.

Many were involved in Mr. Henrick's care. Dr. Barksdale's team performed several operations to stop bleeding and repair the severed artery in Mr. Henrick's thigh. Dr. William Hurford, head of anesthesiology in the Respiratory Intensive Care Unit (RICU), used ventilation technology to regulate Officer Henrick's breathing. Officer Henrick's primary care nurses were Rollie Perea in the RICU, and Jane Vozella and Laura Laham on White 7. In addition, MGH physical therapists, occupational therapists, and speech and language pathologists worked with Officer Henrick to help him regain his mobility and his ability to speak.

"This is a story of people working together," said Dr. Barksdale. "Although this is a Level 1 Trauma Center with a very large blood bank available and a tremendous amount of technology, it's people who govern technology. It was the incredible around-the-clock outpouring of effort by the nurses, the doctors, the ancillary staff, and

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Timilty scientists sweep the regional science fair

U.S. students are getting a bad rap. A recent report by the National Assessment for Educational Progress showed that while U.S. students have a general understanding of science, they are unable to apply the knowledge to solving problems. The results of this report have sent educators scrambling for ways to make our educational system competitive on a global scale.

But though things look grim, there is still light at the end of the tunnel. Some of those lights you've heard about or seen before. They are Timilty Middle School students, their administrators and teachers, and their MGH mentors.

Last month, eleven Timilty students who won prizes in the Timilty Science Fair, went on to compete in the Boston Public Schools Regional Science Fair. Eight of those students took home medals. First-place medals went to Eben Ellertson, Donald Smart, and Jesus Baez. Third-place medals went to Amanda Matos, Camille Boyd, David Kordan, and Valney Bodden. In addition, Christina Kourhoulis won honorable mention for a project on how color affects plant growth.

The MGH has for four years had a partnership with the Timilty Middle School in Roxbury. The partnership includes a health fair, the Timilty Science Fair, and the Explorers Program — where Timilty students explore careers with MGH professionals. The Science Fair mentors work with their students for five months, helping them design and carry out research projects. The projects are presented first at the hospital, then at the Timilty where they are judged. Top winners in the

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For Eben Ellertson, baseball is a labor of love and science. He, and his mentor Eileen Cummings of Information Resources, designed a prize-winning research project to determine if characteristics such as handedness, height, and weight affect a players success.

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Timilty Science Fair go on to compete in the regional fair.

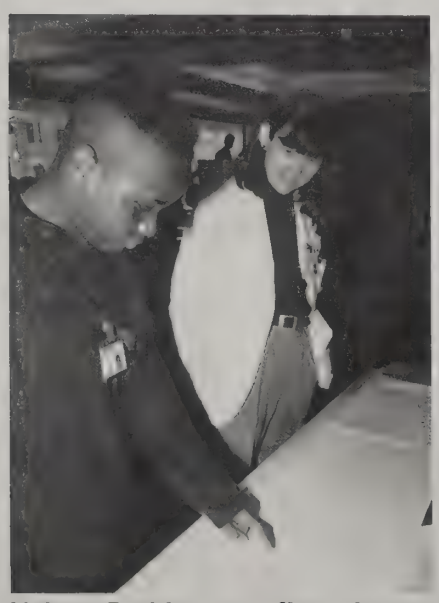
Jesus Baez devised a project to test the memory of hamsters. Jesus and his mentor, Fernando Jose of HVAC, designed and built a maze from spare parts they found in the Carpentry Shop. Jesus trained one hamster each day and the other hamster every few days. He found that the hamster that was trained daily did better at negotiating the maze than the one that was trained occasionally. His conclusion—"Hamsters don't have very good memories," he said. "If you miss a day (of training), they forget."

"Training a hamster is not easy," said Mr. Jose, "But Jesus is a very patient boy." Jesus' patience paid off. Not only did he win a first-place prize at the regional fair and Best of Fair at the Timilty Science Fair, but he also won the Boston Public School Science Center Award for Life Sciences for receiving the highest score in the junior division.

Eben Ellertson, a Timilty sixth-grader, wondered if physical characteristics such as weight, height, or handedness affect the professional success of baseball players. Eben worked with Eileen Cummings, MGH Information Services Manager, to put statistics from his 1986 baseball cards into a computer program. He graphed players' physical characteristics against such measures of success as earned run averages and batting averages.

Eben found that lefties are better pitchers and batters. He thinks that this is true because the right eye is more dominant, and a left handed batter for instance has his right eye facing the ball. But Eben actually learned more about research than he did about baseball.

"He learned about the scientific method," said Ms. Cummings. "He learned how to use the computer. Most important, he learned that you don't have to have your hypothesis come out true. One of the hardest things for him was that, except for handedness, he found no correlation between physical characteristics and success." In addition to winning Best of Fair in the mathematics category at the Timilty Science Fair, Eben won a first-place prize at the regional fair.



Valney Bodden won first place in the Boston Public Schools Regional Science Fair for a project to determine if weight and height affect stride length.

Donald Smart's mother came to the first meeting the eighth-grader attended with his MGH mentor Harry Orf, Ph.D. That's how a conversation about germs got around to laundry detergents. With the help of Dr. Orf, Director of Laboratories in Molecular Biology, and graduate student Kristin Konzak, Donald devised a project to determine the germ-killing effectiveness of laundry detergents. Donald found that the powders did better than the liquids, and in fact, one of the less expensive powders did the best of all at killing germs. "Donald was interested, curious, and bright," said Dr. Orf. "He was able to explain and understand exactly why we were doing all of the steps in the experiment." In addition to winning Best of Fair in the chemistry category at the Timilty Science Fair, Donald won first place at the regional fair.

Janet Connolly, a medical technologist in the Blood Transfusion Service, mentored two Timilty students. Both students won third prize in the regional fair.

Amanda Matos wanted to find out if you can determine ethnic origin from blood type. Janet tested the blood type of volunteer donors representing 20 different ethnic origins. Amanda interpreted the results. She found that Type A blood predominates in people of European descent, whereas Type B blood is more common in peoples of Indian, Asian, or African descent. People of South American descent more often have type O blood. Amanda also won Best of Fair in the biology category at the Timilty Science Fair.

Camille Boyd investigated differences between African and European Americans that result from the presence or absence of Duffy Blood Group antigens. (The Duffy System is another method for determining blood type in addition to ABO typing. Antigens are part of the immune system that stimulate the production of antibodies and can be located on the red blood cell.) Most African Americans do not possess Duffy antigens on their red cells, whereas most European Americans do. When Camille asked why, she learned something about malaria.

The malaria parasite is endemic to Africa. The parasite uses the Duffy antigen as a way to get into the red blood cell. If the antigen is not present, the malaria parasite cannot enter the cell. Thus, the absence of Duffy antigens bestows a natural resistance to malaria. In addition to her showing at the regional fair, Camille won Best of Fair in the health sciences category at the Timilty Science Fair.

Jesus Baez put his hamster to the test. Jesus won the Boston Public School Science Center Award for Life Sciences at the regional science fair for a project which tested the memory of hamsters. Fernando Jose of HVAC was Jesus' mentor.

Timilty eighth-grader Camille Boyd worked with BTS medical technologist Janet Connolly to show how blood type can determine resistance to malaria. Camille won third place in the regional science fair.

Another third-place winner in the regional fair was Valney Bodden, who worked with Patrick Riley, Ph.D, Technical Director of the Biomotion Laboratory. Valney measured the stride length of eight subjects and plotted those figures against weight and height. He found that stride length is a function of height. But it is unclear how weight affects the length of a person's stride. Dr. Riley, who was also one of the subjects in Valney's study, says that the Timilty student learned how to conduct a research project. "I think he got an appreciation of the idea of developing a hypothesis and testing it," said Dr. Riley. "He learned about the use of technology and the thinking that goes into research."

To find out how lightening rods protect homes, sixth-grader Otis Kopp built a model house and equipped it with a lightening rod. Using a battery pack, he applied a small charge to the house's antenna. The charge short circuited the house, causing all of the lights to go out. However, if the charge was applied to the lightening rod, the charge went into the ground and caused no damage to the house. Karen Clark, RN, an MGH dialysis nurse, was Otis' mentor. Joe Viola, Senior Biomedical Technician at the MGH, also assisted with Otis' project. Ms. Clark says that more than learning about electricity and how to do research, Otis gained self esteem and confidence.

That was similar observation made by many mentors, that the students (some of whom were very shy) blossomed and were able to confidently present their projects to large audiences. The students had some help in that area though. Training and Development worked with all of the Timilty students to help them polish their presentation skills.

A billboard in Elliot Square outside the Timilty Middle School recognizes the exceptional performance of Timilty students at the Boston Public Schools Regional Science Fair. The billboard recognizes the students who won prizes in the fair, their Timilty science teachers, and their MGH mentors.

MGH HOTLINE

11th Annual Cope Lecture

Dr. Samuel A. Wells, Jr., Bixby Professor of Surgery and Chairman of the Department of Surgery at Washington University School of Medicine in St. Louis, was the guest lecturer at the Eleventh Annual Oliver Cope Lecture last month.

The title of Dr. Wells' talk was "The Multiple Endocrine Neoplasia Syndromes." Dr. Wells discussed the two types of Multiple Endocrine Neoplasia (MEN) syndromes. MEN I is characterized by tumors of the pituatary and parathyroid glands, and the hormone-producing portion of the pancreas. MEN II is characterized by cancer of the innermost part of the thyroid (medullary cancer), parathyroid and other tumors.

Dr. Cope, former Acting Chief of Surgery at the MGH, is a distinguished physician acclaimed world wide for his work on the endocrine system, the surgical treatment of breast cancer, and the treatment of thermal burns. One of his most memorable contributions was his care of victims of the Cocoanut Grove fire in 1942.

Dr. Cope was a pioneering surgeon in advocating lumpectomy (removal of the tumor) followed by radiation as a way of treating breast cancer. His book, The Breast, A Health Guide for Women of all Ages, challenged the idea that radical mastectomy was the only way to treat breast cancer.

Dr. Cope, now retired, has been associated with the MGH for 64 years. In 1988, he was honored on Ether Day with a 60-year pin.

Physicians from all over the country attended the Cope Lecture.

Pictured from left are Dr. Wells, Dr. Stephen Krane, Chief of the MGH Arthritis Unit, and Robert DeN. Cope, Dr. Oliver Cope's son.

Michelangelo's last judgment

Artisans have finished refurbishing the ceiling of the Sistine Chapel. They are now working on Michelangelo's painting, "The Last Judgment." But many thought that last month's "last judgment" would be crashing computers nationwide. It turned out, though, that the much feared "Michelangelo" computer virus was a lot of hot air.

Al Miller, MGH microcomputer consultant, said that the Michelangelo virus didn't make much of an impression on March 6—the Renaissance artist's birthday. And neither did the Friday the 13th virus, which was due to attack IBM personal computers on March 13.

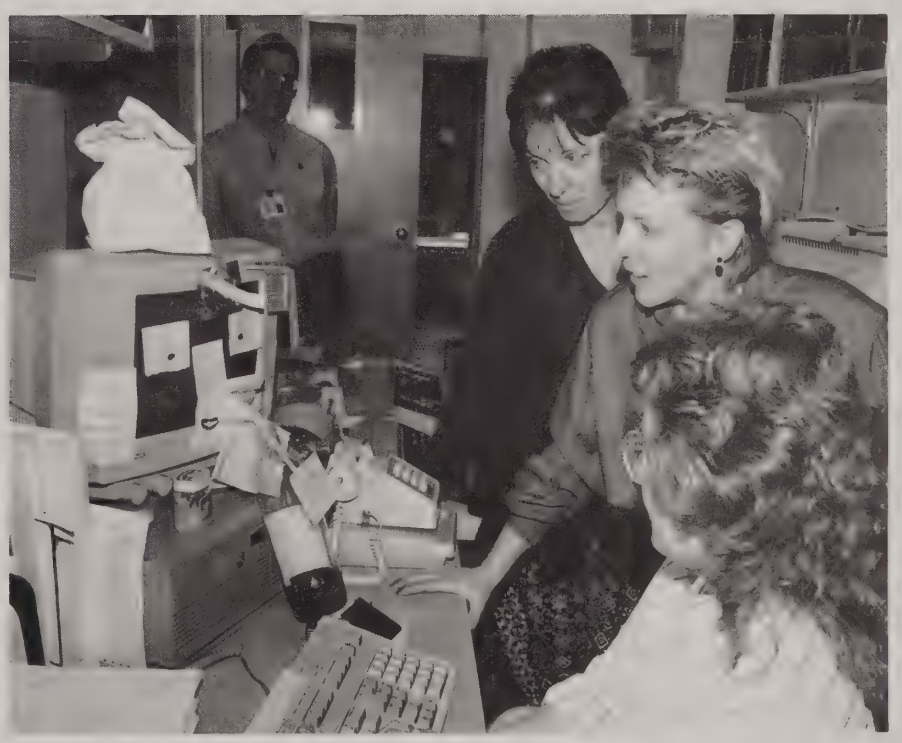
In anticipation of Michelangelo's March 6 debut, software companies scrambled to market their virus defense software. Programs with such names as Virex, PC-cillin, and PCrx made headlines for weeks. Many believe that the whole virus scare was a marketing ploy for antiviral software.

The virus reportedly struck less than three dozen computers in the nation. Perhaps the virus' poor showing was because media coverage alerted computer users who then took proper precautions.

Because computer viruses are a reality these days, here are some tips for safe computing:

- Always, always, always back up your data
- Avoid sharing programs with friends
- Minimize the use of programs from computer bulletin boards.
- Use a virus vaccine such as PCrx or SAM to periodically check your hard disk and floppies for infectious agents.

Prescription for "Michelangelo Virus"
Take Prophylactically—1 Tab Q4 HRS X 24hrs,
QTY: 6, RF:0



When Cindy Emrich (far right), COSTAR supervisor, walked into her office on March 6, the day the Michelangelo virus was supposed to strike, she discovered a computer with a serious condition. (COSTAR is the Computer Stored Ambulatory Record System for Internal Medicine.)

Ginnie Tibbetts, Medical Records Transcriptionist; Misha Stewart, Office Assistant; and Bob Darche, Network Service Engineer, thought Ms. Emrich was taking the virus scare a bit too seriously. So they decided to ease her anxiety and make sure that her computer was well taken care of. Their prescription—plenty of fluids, an ice bag, decongestant, and petroleum jelly. From left are Mr. Darache (rear), Ms. Stewart, Ms. Tibbetts, and Ms. Emrich.

Stephen McCanless will be missed

Stephen Andrew McCanless, an MGH employee in the Blood Transfusion Service, died in February from complications of influenza. He was 29 years old.

Mr. McCanless was a tireless advocate of blood donation and helped coordinate the employee blood drive in honor of the BTS's 50th anniversary. He was known for his positive outlook, energy, and compassion. In honor of Mr. McCanless, two of his friends have applied to the International Star Registry in Switzerland to have a star in the Southern Hemisphere named Stephen Andrew.

Mr. McCanless is survived by his parents, Skip and Peggy McCanless of Asheville, NC, and numerous friends and relatives.

Officer Henrick

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everyone, that made the difference. Mass. General's motto is 'Close attention to detail' and we followed it."

In addition, Officer Henrick received considerable support from his family, friends, and colleagues. More than 70 police officers, including employees of MGH Police and Security, showed up to donate blood in Office Henrick's name. They donated a total of 176 units of blood to the MGH Blood Transfusion Service. In addition, the Methuen officer received more than 700 cards, one that weighed 40 pounds and contained 10,000 signatures.

Of Officer Henrick's homecoming, Kenneth Henrick (Timothy's father) said, "It was Christmas day for us. We opened our presents, and all the family came over to see Timmy, wish him well, and give him a hug and a kiss."

On April 22, Officer Henrick was presented the Blue and Gold Award by the National Chamber of Commerce in recognition of an officer seriously wounded or killed in the line of duty. The Methuen Town Council designated April 22, 1992 "Timothy Henrick" day in the town of Methuen. Officer Henrick is home now and doing well.

What's happening

Here MGH phlebotomist Ed Labbe takes a blood sample from an MGH employee.

MGH physical therapists won second place this year in the WBOS 92.9FM Corporate Ski Race at Wildcat Mountain. From left are: MGH physical therapists Tim Fagerson and Cathy Higgins, WBOS host David O'Leary, and MGH therapists Tina Dube and Jim Zachazewski.

Employee Recognition Day

In observance of National Hospital Week, the MGH is sponsoring an employee recognition day on Friday, May 15. The celebration is entitled "Making the Difference: The MGH Community." The festivities will be held in the Walcott Rooms from 10:00 a.m. to 5:00 p.m. In the lineup for entertainment will be jugglers, clowns, and mimes. An artist will draw caricatures of participants. In addition, there will be free refreshments.

Family Portrait Studios has donated its services to take free color photographs of employees, volunteers, and their families. Photographers will be in the Walcott Rooms on May 15. However, appointments are available during additional times. You must bring your MGH identification badge to the photo session. You can make an appointment for a photo session, until May 1, by calling 6-7428, Monday, Tuesday, or Thursday from 10:00 a.m. - noon, or Wednesday or Friday from 3:00 - 5:00 p.m.

Anyone who wishes to volunteer their time or talent to making the day a success can call Laurie Buehler or Joanne Horgan in Employee Relations, at ext. 6-5139.

MGH celebrates transportation week

Did you know that commuters who daily drive 100 miles round trip alone can end up spending as much as $6,000 each year just to get back and forth to work? Did you know that sharing the ride with just one other person can cut your commuting cost in half and make a positive mark on the environment?

If you are interested in finding a way to commute to the MGH that is less expensive than driving alone, then you might want to come to MGH's Parking and Commuter Services 2nd Annual World Class Commute Day. The event will be held on Friday, May 15, from 11:00 a.m. - 2:00 p.m. under the tent.

The event will include an exhibit detailing the history of and current plans for the MGH/Charles Street MBTA station, updates on the Central Artery Project, and information on other commuter issues.

This year participants will have an opportunity to enter the World Class Commute Contest and take a chance on winning a trip on AMTRAK to New York City, two tickets for Sail Boston Parade, a weekend package for two at the Marriott Long Wharf or an annual MBTA Pass.

In addition, MGH's Parking and Commuter Services is offering a special gift to each MGH employee who is a new RideSource registrant. Gifts include gift certificates to the MGH beauty shop and a free pass to an aerobics class. RideSource is a database that can tell users the best ways to commute by train or bus.

For more information, contact Parking and Commuter Services at 6-2390.

National Nutrition Month at the MGH

The MGH recognized National Nutrition Month with a cholesterol and blood pressure screening for employees. The event, coordinated by Employee Health Services,the Department of Dietetics, the Phlebotomy Group, and the Hypertension Clinic, included cholesterol and blood pressure screening, and information on exercise and nutrition. Dietetics also featured healthy meals in the MGH cafeterias throughout the month.

Breakfast is simply delicious in the Gray Lobby

You can now pick up your morning coffee and pastry in the Gray Lobby. On Monday, May 4, the Department of Dietetics will open its "Simply Delicious Express" coffee station in the Gray Lobby — opposite the Blood Bank.

Fresh coffee and assorted fresh pastries, including MGH homemade muffins, cinnamon buns, bagels, donuts and crusty rolls will be available weekdays between 6:30 a.m. and 10:00 a.m. This self-service station will allow MGHers the convenience of purchasing their morning coffee and snack as they head to work. Look for yellow coupons for a free cup of coffee during the Grand Opening Week of May 4 - 9.

Charlestown Loves a Healthy Heart Day

Charlestown will get heart healthy with a community health day on Thursday, May 7, from 10:00 a.m. to 6:00 p.m. The event will be held at the Johnnie's Foodmaster in the Bunker Hill Mall. It will feature food demonstrations and information on nutrition and lifestyle change. In addition, there will be blood pressure and cholesterol screenings, vision testing, hearing exams, and displays on smoking cessation, exercise, HIV/AIDS, and substance abuse. The event is being sponsored by the MGH Bunker Hill Health Center, the Charlestown Lions Club, The Boston Public Library, the Cardiac Advisory Board, Johnnie's Foodmaster, and Charlestown Against Drugs.

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Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Infertility research

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grant to establish an infertility center, a component of the NICHD's National Institute cooperative research program. Two other US institutions were given NIH grants to pursue research on contraception. The MGH's award builds on one given by the NIH last spring (the Reproductive Endocrine Sciences Center), which provided a series of core laboratory facilities and equipment for studies in reproductive endocrinology.

"What excites us about this grant award is the opportunity it gives us to develop innovative research programs that may lead to more effective treatments for infertility and replace the current empirical approaches with those firmly grounded on the science in this area," said Dr. William Crowley, Chief of the hospital's Reproductive Endocrine Unit and Director of the new center. Among the projects are studies of abnormalities of ovulation, disorders of the menstrual cycle, premature ovarian failure, and male infertility.

"Another exciting aspect of this center is that it involves a high level of collaboration among various units at the MGH and also with investigators at the University of Michigan," said Dr. J. Larry Jameson, MD, PhD, an MGH endocrinologist and the center's Associate Director. "For example, an endocrinologist can determine that a patient is infertile because of defects in one of the reproductive hormones. A molecular biologist then works to define the defect by cloning and sequencing the gene in the laboratory. And only then can the endocrinologist think about devising a treatment plan."

The MGH has a long history of innovative research in the area of endocrinology and reproduction. Among its firsts, it had one of the nation's first clinics specializing in reproductive disorders. Dr. Fuller Albright, often called the father of endocrinology, worked at the MGH for many years. Klinefelter's syndrome and McCune-Albright syndrome were first described at the MGH; three of its physicians were the first to link the use of DES in women with an increased occurrence of vaginal cancer in the women's daughters. MGH investigators developed the only known treatment for precocious (premature) puberty. Investigators at the MGH were also the first to develop a new method of inducing ovulation in infertile women using native hypothalamic hormones, a project which will be considerably expanded in the present grant award.

The MGH's grant for the establishment of the Reproductive Endocrine Sciences Center — awarded after a national request for applications — is part of a governmental effort to set up "Centers of Excellence" in various specialties of medicine. These centers are based at institutions with proven records in those specialties and are designed to foster collaboration and the sharing of information and resources among medical investigators across the country. At present, several of these centers have been established nationwide; the MGH is one of the few hospitals to have been awarded more than one. It also has a Liver, Biliary, and Pancreas Center.

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MGH HOTLINE UPDATE

What's Happening

Warren Library Book Sale

The Warren Library will hold its annual book sale on Thursday, May 14, from 10:00 a.m. - 4:00 p.m. in the Warren Lobby. All proceeds will support library services for the hospital community.

Do you have a disaster manual?

If your department needs an MGH Disaster Manual, Emergency Services can add you to their mailing list. Send your request to Phillip J. Balasa, Administrative Director of Emergency Services, Clinics 115. Include your name, title, department, location, and MGH extension. For more information, call Lorna Picardo at 6-6708.

Celebrate Better Hearing and Speech Week

Is your walkman too loud. Does it affect your hearing? How can you improve your speaking style and learn to communicate more effectively? To find out the answers to these and other questions, join the staff of the MGH Speech-Language Pathology Department to celebrate Better Hearing and Speech Week. The department will set up booths on May 19 in the Atrium of MGH East from 11:00 a.m. to 1:00 p.m. and on the main campus in the WACC Lobby from 11:00 a.m. to 2:00 p.m. Bring your MGH identification badge to get an appointment for a free voice, speech, and hearing screening. For more information, call 6-2763.

Young Adults: Living With Cancer

A new support group "Young Adults: Living With Cancer," meets at 4:30 p.m. for eight consecutive Wednesdays. This free group can help participants learn coping mechanisms and communication skills. For more information, call Priscilla Boisvert at 6-2613.

Sun-damage study needs volunteers

Female volunteers from 30-50 years old with sun-damaged skin are needed for a study being conducted by Harvard Medical School's Dermatology Clinical Investigations Unit at the MGH. Volunteers should be free of facial cancers and can not have had cosmetic surgery. Volunteers must be willing to participate in the study (of a new facial cream) for six months. The medication is free, and remuneration is provided. Contact Dr. Scott Phillips at 6-5066 for more information.

Hosiery Sale

Be part of the General Store's hosiery club. Buy eleven pairs of No Nonsense pantyhose, and get the twelfth pair for free.

Study on hair loss needs volunteers

The Dermatology Clinical Investigations Unit at the MGH is currently seeking volunteers for a study of a new formulation of Minoxidil—a medication used to counteract hair loss. Volunteers must be 18-49 year old males experiencing hair loss, in good health, and available for monthly office visits over the next year. Payment is provided to participants. Please call 6-5066 for more information.

Language study needs volunteers

The Neuropsychology Laboratory at the MGH is looking for participants for a study on language comprehension and production. Participants must be native English speakers with normal hearing and no history of neurological problems. All testing is noninvasive and involves short computer experiments. Participants are paid five dollars each session, and sessions usually last less than an hour. The Neuropsychology Laboratory also needs study participants who have speech production problems or comprehension difficulties as a result of a stroke or head injury. For more information, call Lisa, Joy, or Amy at 6-3330.

PLEASE RECYCLE

MGH HOTLINE

21 May 1992

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Biree Andemariam displays a certificate awarded her by the National Institutes of Health for completion of the MGH's Research Apprentice Program. Ms. Andemariam worked with Dr. Greg Koski (left) to find ways to prevent lung damage in patients treated with the heart-lung machine.

12 graduate from Research Apprentice Program

Biree Andemariam is looking forward to starting at Princeton next fall. But before she does, she must train Cardiac Anesthesia Fellows who are taking over her role on a research project investigating lung dysfunction. A tall order for a graduating high school student. But this student, and nine others, have gotten research experience most budding scientists don't see until much later in their careers. For a full year, ten high school students and two high school teachers worked with mentors in MGH laboratories. Last month, the students gave their first scientific poster presentations at a graduation ceremony held in the Wellman conference room.

These students and teachers were part of the Minority High School Student Research Apprentice Program (RAP) which provides research opportunities to students and teachers at Boston's exam schools—Boston Latin Academy, and Boston Technical High School. The program, coordinated by Dr. Gino Segre, Deputy Director, Research Affairs, and Diane Gilbert, Assistant Director of Research Affairs, is funded by the National Institutes of Health.

Other membrs of the RAP Program Committee were Dr. N. Anthony Coles, Cardiology Fellow

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Natacha Maignan examines a cell culture. Ms. Maignan worked with researcher Gerald Waneck, PhD, (left) and Carl Rollins, a research technologist in the Department of Surgery's Laboratory of Molecular Immunology, on a study of the transport of surface proteins of kidney cells.

Researchers help develop movie about dyslexia

Phyllis Meisel, Director of Reading Disabilities at the MGH, acted as a consultant to the writers and producers of a recent CBS movie about dyslexia — a reading disability. Dr. David Caplan, Medical Director of the Reading Disabilities Unit, also helped develop the film.

The made-for-television movie, called "The Secret," aired on April 21 and featured Kirk Douglas as the grandfather of a boy with dyslexia. The young boy discovers that his grandfather also has this disability but has kept it a secret for many years.

Ms. Meisel consulted with scriptwriter Cynthia Cherbak. In October 1991 Ms. Meisel went to Chester, a village in Nova Scotia where the movie was filmed, to meet with director Karen Arthur, producer Craig Anderson, Mr. Douglas, and the rest of the cast and crew. Ms. Meisel and her husband also were walk-ons in a final shot of the boy and Kirk Douglas getting out of a cab in front of the MGH.

Phyllis Meisel, Director of Reading Disabilities at the MGH, worked with Kirk Douglas, scriptwriters, and producers to help develop a movie about dyslexia.

Kirk Douglas rehearses a scene for a movie about dyslexia. MGH researchers Phyllis Meisel and Dr. David Caplan acted as consultants for the film's writers, producers, and cast.

MGH graduates 9 Radiology Patient Escorts

The Department of Radiology graduated nine patient escorts from a pre-employment training program last month. The escorts successfully completed a two-week competency-based training program that focused on technical, customer service, and work-readiness skills. Completion of the program resulted in a formal job offer for each participant.

Dr. James Thrall, Chief of Radiology, met with the trainees to explain the mission and values of the department. To experience what it is like to be a patient, the escort trainees took a ride in a wheelchair. To make sure that they could find their way around the MGH, they were sent on a treasure hunt to various areas of the hospital. They also spent a day on a

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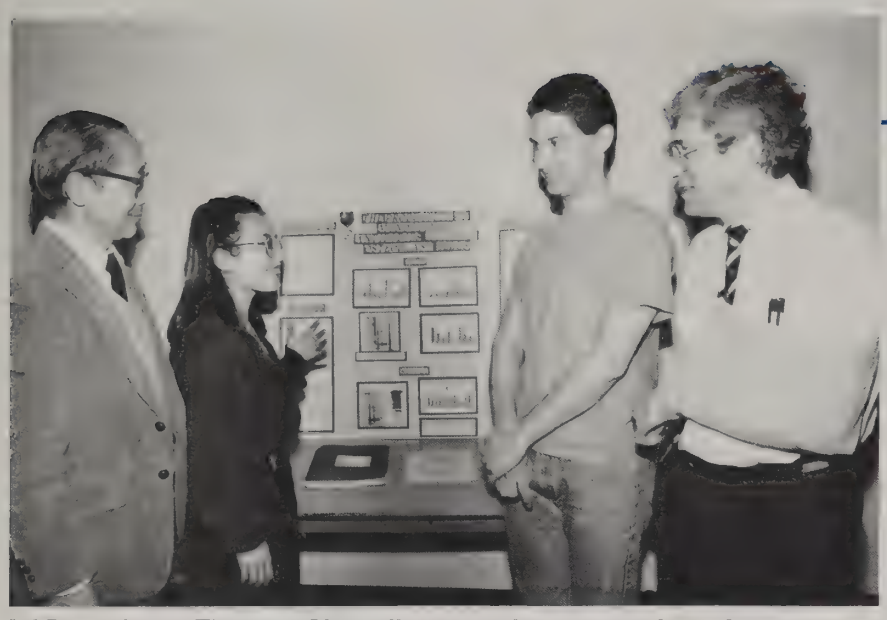

RAP graduate Theresa Chen discusses her research project. Ms. Chen worked with MGH researchers to find antibodies that can distinguish bone cells from other cells. Antibodies are part of the immune system that attack foreign cells. From left are Stephen Wang (Ms. Chen's guardian), Ms. Chen, and mentors Andrew Bond, Research Technologist in the Endocrine Unit, and Dr. Gino Segre, RAP Program Director. Not pictured is Dr. Kaechoong Lee, a Research Fellow in the Endocrine Unit, who also mentored Ms. Chen.

RAP program

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and Chairman of the Minority Recruitment Committee, Thomas Marcussen, Education Project Administrator, and Dr. Homayoun Kazemi, Chief of the Pulmonary Unit.

Ms. Andemariam worked with mentor Dr. Greg Koski, an MGH anesthesiologist, to investigate lung problems in patients undergoing heart surgery with the assistance of a heart-lung machine. The heart-lung machine breathes for the patient and circulates blood by using a system of tubes and pumps. An unfortunate side-effect of the machine is that it sometimes causes inflammation that can damage already weak lungs. The focus of the research was to find ways to prevent such damage. In the operating room, Ms. Andemariam collected physiological data showing how the lungs were doing. She then

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Patient escorts graduate

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unit to foster better understanding with unit staff.

The training program is a cooperative effort of the Department of Radiology and Training and Development. Deborah Novak, MGH Training Specialist, coordinated the training. Also assisting were Miki Marino, Klara Sztucinksi, and John Hergonrother, all of Radiology, and Barbara Carter, Staff Specialist in Surgical Nursing. "One of the most impressive things about the program was the dedication and commitment to quality of new patient escorts and the Department of Radiology," said Ms. Novak.

From left (rear to front): Dr. James Thrall, Chief of Radiology, and patient escorts Anise Henry, Kevin Morrissey, Arthur Joyce, Eddie Lopez, and Boyan Apanassov. Zenaida Carreiro, Theresa Lopes, Carl Port[illegible] and Curtis Bouyer.

Monica Corrigan retires

Monica Corrigan, a registered nurse in Pediatric Hematology-Oncology, retired in March after twenty-five years of service to the MGH. "She was an extremely caring individual who was able to help families make necessary decisions about the care of their children," said Theresa Mirabito, Director of Ambulatory Care Nursing Service. The department held a retirement party for Ms. Corrigan which was attended by many members of the MGH community as well as former patients and their families. Ms. Mirabito noted that many of the patients Ms. Corrigan had cared for as children attended the farewell with their own children. "In her own quiet way," said Ms. Mirabito, "she was so persevering. This event was a tremendous tribute and outpouring of warmth."

Monica Corrigan shows off a favorite present. The sculpture was made by Martha Vitale and depicts Ms. Corrigan with young patients.

Kudos for MGH lab employees

In recognition of National Medical Laboratory Week, April 12-18, the Department of Pathology (composed of the Clinical Laboratories and the Anatomical Laboratories) honored its employees at a breakfast and awards ceremony. The Clinical Laboratories Employee of the Year award went to Fu-Mei S. Huang, a senior technologist in Clinical Immunology. The Anatomical Laboratories honored Evelyn Basso, a histotechnologist in the Neuropathology Unit, with the Employee of the Year award.

The Clinical Laboratories honored Kathleen Carbone, an MGH phlebotomist, and Audrey Byrne, a technologist in the Blood Transfusion Service, with Special Recognition awards. Nineteen other Clinical Laboratory employees won honorable mention. The Anatomical Laboratories awarded Jacqueline Littlewood, a senior histotechnologist, and Susan Matheson, a secretary in the surgical pathology reporting area, with Special Recognition awards. Three Anatomical Laboratory employees won honorable mention. There are more than 500 employees in the Clinical Laboratories and more than 90 employees in the Anatomical Laboratories.

The Department of Pathology recognized its outstanding employees last month. From left rear are Dr. Michael Laposata, Director of the Clinical Laboratories, Dr. Robert Colvin, Chief of Pathology, and Dr. Nancy Harris, Director of the Anatomical Laboratories. From left front are Fu-Mei S. Huang, Clinical Laboratories Employee of the Year, and Evelyn Basso, Anatomical Laboratories Employee of the Year.

MGH HOTLINE

Employee focus groups discuss new flexible benefits program

Nearly 400 MGH employees will meet this month with benefits consultants to discuss a flexible benefits program the hospital is considering. "We want to be sure that the new program can meet the needs of our diverse workforce though an expanded range of options," said Dr. J. Robert Buchanan, MGH General Director. "The program must be flexible enough for the hospital to offer new benefits in the future — such as a dental plan for example — while continuing to address the ongoing problem of escalating healthcare costs."

By using focus groups of randomly selected employees, Benefits staff can learn how employees view the proposed program and the level of coverage employees prefer. The focus groups will also discuss how to best communicate information about the program. In addition, the focus groups will test the concept of a telephone enrollment system that would simplify the enrollment process and decrease paperwork.

"The hospital must be prepared to accommodate change in the area of employee benefits," said Dr. Buchanan. "It is clear that by moving to a flexible benefits program, the hospital can more accurately budget what it will spend for employees from year to year. Once that amount is established each year, it will be up to employees to spend those dollars in a way that best addresses their personal needs."

Change in Walcott reservations

The MGH has changed the process for reserving the Walcott rooms in the WACC. Beginning June 1, instead of calling WACC Administration to reserve the Walcott rooms, call Environmental Services at 6-2445. Environmental Services also books the Chalet in the Gray Building Sub-basement, and the Penthouse in the White Building.

What's happening

CPE students graduate

Last month, the MGH graduated 14 students from the Clinical Pastoral Education (CPE) Program. A graduation service was held in the new Chapel on Ellison 1, and a reception followed in the Wellman conference room. Evelyn Bonander, Director of Social Service, awarded certificates. Chaplain Phillip King served as master of ceremony. The CPE program graduated 38 students last year.

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CPE graduate Sister Gabriel Ashe receives a candle from Dr. Homer Jernigan, a Supervisor in the CPE program. To her left are Evelyn Bonander, Director of Social Service, and Rev. Phillip King, MGH Chaplain. To her right is CPE Supervisor Rev. Shirley Herman.

Symposium honors Alexander Leaf

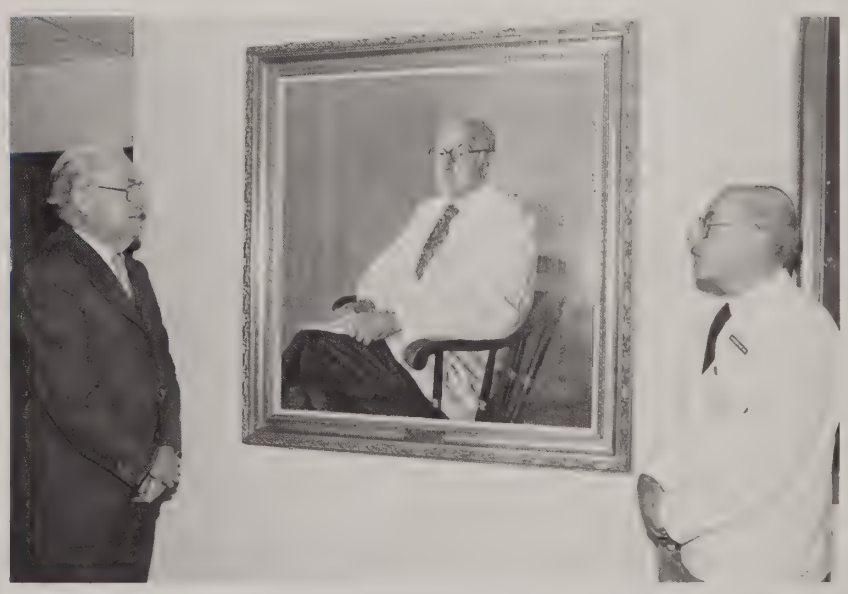
Last month, Dr. Alexander Leaf's friends, family, and colleagues gathered to celebrate his distinguished career with a "Festschrift" — a German celebration honoring an individual's works, concepts, and ideas. The event was held on the occasion of Dr. Leaf's retirement after more than 47 years of service to the MGH. The two-day symposium featured such speakers as Dr. Arnold S. Relman, former Editor of the New England Journal of Medicine; Dr. Samuel Thier, President of Brandeis University; and Dr. Kenneth Shine, President of UCLA and President-Elect of the Institute of Medicine.

Dr. John Potts, Chief of Medicine at the MGH, gave the opening address. Drs. Joseph Bonventre, Nina Tolkoff-Rubin, and George E. Thibault acted as moderators. The event was organized by Drs. Nina Tolkoff-Rubin and Bonventre.

Dr. Leaf was appointed MGH Chief of Medicine in 1966 and held that post for fifteen years. An authority on kidney diseases, he founded the MGH Renal Unit in 1956. He returned as chief of the Renal Unit in 1981.

In addition to kidney disease, Dr. Leaf was interested in preventive medicine, aging, and exercise. He traveled around the world studying the diets and lifestyles of other cultures to determine how these factors affect health. In addition, Dr. Leaf founded the MGH Cardiovascular Health Center in 1984 and served as its director for six years. In 1981 he was appointed Chairman of the Department of Preventive Medicine and Clinical Epidemiology at Harvard Medical School.

Many of Dr. Leaf's former students and colleagues attended the symposium. The symposium covered a variety of topics in clinical medicine, basic science, and medical education. In addition, many speakers gave tributes to Dr. Leaf. One such tribute was Dr. Relman's talk entitled "Leaf as a Critic of American Health Care." Other topics included gene therapy of cystic fibrosis, AIDS research, and forging relationships between academia and industry.



Larry Martin, Senior Vice President, and Dr. Alexander Leaf, view a portrait of Dr. Leaf. The portrait hangs on Bigelow 7.

MGHer wins HUECU election

Donna Cutillo, Education Coordinator for the Department of Anesthesia and Assistant Coordinator of the MGH Employee Exercise Program, was elected in April to the Harvard University Employee Credit Union Board of Directors for a three-year term. Other MGHers serving on the HUECU board are John Donovan of Transport Services and Gail Arbuthnot of Hematology-Oncology. The Credit Union is located on Clinics 1. Hours are: Monday, Tuesday, and Friday from 9:00 a.m.– 3:00 p.m.; Wednesday from 8:00 a.m.– 3:00 p.m., and Thursday from 9:00 a.m.– 3:30 p.m.

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Martin S. Bander, *Director of News and Public Affairs*

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Anne Hamadeh, Director of Science for the Boston Public Schools, awarded Kareen Wynter an NIH certificate for completion of the RAP program. Ms. Wynter's mentors were Drs. Joel Finkelstein and Bruce Mitlak. Far right is Diane Gilbert, Assistant Director of the RAP program.

RAP program

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developed computer techniques to analyze and interpret changes in lung function of patients undergoing surgery.

Dr. Koski has mentored many students. He is the Director of the Department of Anesthesia's Henry K. Beecher Memorial Research Laboratories which were established to provide training for students, residents, and junior staff in the early stages of their academic careers. "The RAP program provides opportunities for outstanding minority science students to be exposed to role models and to have access to the resources of a major academic medical research institution," said Dr. Koski. "This kind of experience can turn the possibility of a career in medicine or science from a dream into a reality."

Trang Ho came closer to a career in science when she worked with diabetes researcher Russell Grove, Ph.D., on a project to determine how insulin regulates enzymes in the body.

Enzymes are proteins that work as catalysts to start certain physical reactions, such as the secretion of stomach acids for digestion. Dr. Grove and Ms. Ho were interested in a specific enzyme—S6 Kinase. Researchers study the S6 Kinase protein by making changes (mutations) in the protein, and then introducing that protein into a cell culture to determine the consequences of the mutations.

Dr. Grove described his work with Ms. Ho as mutually challenging. "High school science is much more advanced than when I was there," he said. "Trang was always trying to apply what she learned in school to problems she was addressing in the lab. I was challenged to provide an explanation of the experiments we designed in a way she could understand."

But Dr. Grove was quite willing to make those explanations. "It is valuable for the mentor to maintain a connection with those in the early stages of education," he said, "and through them to communicate back to the classroom the excitement of research. That's what will influence students to enter the field."

Melvin Burton, an MGH physician, became interested in medicine when a Dean from Brown University spoke at his school about careers in science. "I knew I wanted to do something with my life but didn't know exactly what," he said. "Through this chance meeting, the world of medicine became a reality to me. I think it's that way for many minority students."

Dr. Burton worked with Shawn Baichoo on a study of how the brain regulates breathing. They isolated brain stem cells from rats to test the importance of the neurotransmitter acetylcholine in helping mammals to breathe. A neurotransmitter is a chemical released from a nerve cell to switch another cell on or off.

Shawn prepared solutions needed to keep the brain-stem preparation alive. He determined the concentration of chemicals used in preparations, and he made sure that solutions were at the proper level of acidity (PH). He also collected and analyzed data.

"Programs like this," said Dr. Burton, "go a long way in making the connection between basic science and the real disease process. It makes science real to students. And it makes going to medical school and becoming a physician a real possibility."

What's happening

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Children in Hospitals Week

The MGH celebrated Children in Hospitals week in March by inviting children from the Boston Children's School on nearby Whittier Street to Ellison 17 to learn about what goes on in a hospital. The children decorated surgical masks, made finger casts, and did other activities. The following day MGH recreational therapists and volunteers took their show on the road. They spent a day doing activities with children at the MGH Children's Center.

Children from the Boston Children's School came to the MGH in March to learn about hospitals.

Here children from the MGH Children's Center get to try on finger casts.

Step up to aerobics at MGH East

At the request of MGH East employees, the hospital is now conducting step-aerobics classes at MGH East. Step-aerobics involves high/low impact stepping on and off a bench in varying patterns and is appropriate for all fitness levels. Classes are held Monday, Tuesday, Wednesday, and Friday from 5:15 p.m. - 6:15 p.m. in the Lawrence E. Martin Conference Room on the First Floor West, behind the guard's station. Class fee is $3:00.

An MGH aerobics instructor conducts an aerobics class at MGH East.

PLEASE RECYCLE

MGH HOTLINE

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Town Meeting marked by candor about salary and audits

As in the past, Massachusetts hospitals will disclose to the State's Attorney General this summer the compensation package, including salary and benefits, of its top salaried employees, but in an entirely new format. That disclosure will include the salary and compensation of MGH General Director Dr. J. Robert Buchanan.

Dr. Buchanan opened last month's Town Meeting with acknowledgement of this fact and a promise that employees would receive full information about his salary. "I have asked the Board of Trustees," said the General Director, "to write each of you a letter about my compensation so you will know what the facts are, undistorted by the press." The MGH Board of Trustees sets the General Director's salary.

This year companies across the nation have been examining executive compensation packages. Traditionally, compensation has been tied to the level of responsibility associated with a position. The General Director, for instance, is responsible for more than 14,000 employees of the MGH and its affiliates and a $1 billion budget.

Yet recently, many critics of executive pay scales have called for systems where executive pay is tied to financial performance. In this regard, the MGH stands in good stead. Despite a recession, the hospital has stayed on budget, at times exceeding expected admissions. "We were ahead of budget just about a month ago," said Dr. Buchanan. "Now admissions seem to have slacked off. But the bottom line is that we are on budget." Dr. Buchanan credited MGH employees for maintaining admissions and leveling expenses. "This represents enormous cooperation and success on the part of you folks who are responsible for making this happen," he said.

The MGH's relative financial success has helped the hospital avoid workforce reductions that other organizations have undertaken to reduce costs. Dr. Buchanan

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At last month's Town Meeting MGH General Director Dr. J. Robert Buchanan discussed flexible benefits, the hospital audit conducted by the Office of the Inspector General, the relocation of the Central Artery, plans for the Charles Street Jail, and a variety of other issues.

Patient returns to MGH and brings life-size dalmatians

Things looked grim for Wesley Sarro in 1990 when at the age of four he was admitted to the MGH with a brain infection (encephalitis). But just last month he came back to the MGH under much happier circumstances — to watch 101 Dalmatians in the Ellison 18 playroom on a large screen television donated to the hospital in his honor. The donation of the 53-inch television set and stereo video cassette recorder was made by the Local 419 Corrections Officers Union. Gerald Sarro, Wesley's father, is a member of the union. Dr. Elizabeth Dooling was Wesley's physician, and Sandra Pugsley and Linda Kimball were his primary nurses.

The Corrections Officers Union donated a television set and video cassette recorder to the Children's Service in Wesley Sarro's name. Wesley, now six years old, was a patient at the MGH two years ago. To the left of the screen are Wesley's care providers: Linda Kimball, RN, (kneeling), Sandra Pugsley, RN, and Dr. Elizabeth Dooling. To the right of the screen are Wesley, his parents Norma and Gerald Sarro, his grandmother Gloria Iovanna, and Kelly Tucker, the Treasurer of the Local 419.

MGH honors volunteers

MGHers from all areas of the hospital packed the Wellman conference room last month to pay tribute to MGH volunteers. W. Nicholas Thorndike, Chairman of the MGH Board of Trustees, presented awards, and Dr. J. Robert Buchanan, MGH General Director, gave the keynote address. Patricia Rowell, Director of the Volunteer Department, acted as Master of Ceremonies.

The hospital honored 32 men and women for volunteer service and the Department of Social Service for its support of volunteer efforts. Recipients of the Jessie Harding Awards for extraordinary service were Lucy Burr and Louise Fletcher. Ms. Burr was also recognized for length of service with inclusion on the MGH Honor Roll.

Since 1979 Ms. Burr has volunteered in the Occupational Therapy Department. In her twelve years here, she has contributed more than 5,000 hours of service. She was part of the volunteer initiative to pilot the new patient discharge service in the White Building Lobby and has taken on responsibilities in the General Store. In addition to these activities, she has recently been appointed chairman of the Ladies Visiting Committee.

Louise Fletcher volunteers on Wednesday evenings after she has finished her day as a training manager for a Boston company. She has contributed 450 hours of volunteer service as a family liaison volunteer in the Emergency Department. In that role, she uses her training skills to orient new family liaison volunteers to the department.

The Trustees Award is given to a department that provides exceptional support to MGH volunteers or uses volunteers in a particularly innovative way. The Department of Social Service developed three programs that help meet patients' psychological and social needs.

One program provides volunteer visitors for elderly inpatients awaiting nursing home placement. Because of shortages of nursing home beds, some elderly patients must wait in the hospital for months. The department also developed a program that provides visitors to patients who are in the hospital for long-term care but have few visitors. A third pilot program provides a volunteer concierge service in the Cox Building for outpatients regularly coming to the MGH for chemotherapy and radiatiation therapy. "These programs," said Ms. Rowell, "reflect the heart of the MGH — carefully designed services for

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MGH HOTLINE

Town Meeting

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assured employees that there are no plans for layoffs or offers of early retirement.

Though the MGH is not reducing the workforce, it is trying to find ways to manage the increasing costs of providing benefits, especially health care, to employees. Hospitals are in the unusual position of being both providers of health care and employers who must purchase health care policies. Third party payers — such as insurance companies and managed care groups — are asking hospitals for significant discounts on services. Yet third party payers are still raising prices for health insurance policies. "We too find the hike in insurance policies to be excessive," said Dr. Buchanan. "The benefits program at the MGH is probably the most generous of all of the major Boston teaching hospitals. We don't intend to change that dramatically, but we do have to continue to share the excessive increases in the cost of the program."

Hikes in health insurance premiums have prompted the hospital to examine a flexible benefits program that will let employees tailor their benefits to their own individual needs. To better grasp the types of benefits most attractive to employees, the hospital has set up employee focus groups. MGH administrators are working with benefits consultants to design a program that meets the needs of employees and controls costs.

Dr. Buchanan also noted that the hospital is examining the possibility of offering parental leave for gay and lesbian parents. "We are having a heck of a time trying to find a policy that is consistent with what is being done in industry and is fair and equitable and fairly easy to administer," he said. "I ask you to be patient and let us continue to try to work this problem through."

In response to a question from the audience, Dr. Buchanan discussed the results of a recent audit of the hospital's Medicare expenditures by the Office of the Inspector General of the Department of Health and Human Services. The audit was the result of a Congressional initiative (headed by Representative John Dingell from Michigan) to examine expenditures of academic institutions. The audit team disallowed less than one-tenth of one percent of the hospital's patient care costs. The money owed to the federal government is less than four percent of that amount, or about $29,000.

One of the issues the Medicare audit team raised was the moneys allotted for Dr. Buchanan's travel. Senior executives are often invited by other organizations to give speeches or attend conferences. The sponsoring organizations typically cover travel expenses such as air fare and lodging. But sometimes the MGH pays for the travel expenses and then gets reimbursed. "Through an error," said Dr. Buchanan, "the

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Hand-carved altar graces the Chapel

Thanks to MGH carpenters, a new portable altar now graces the MGH Chapel. The altar is made of mahogany and hand-carved. It rests on rollers that move silently and recess into the carpet so that they cannot be seen. George Terzides designed the altar and used tools given to him by his father to do the carving. MGH carpenter Frank Raneri (not pictured) built the altar. From left are: James Corbett, who did the finish on the altar; Father David Cavanagh; Mr. Terzides; MGH Chaplain Rev. Phil King; and Assistant Foreman Phillip DiCarlo.

Volunteers

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patients, involving thoughtful and mature volunteers who welcome the opportunity to grow and learn more about the realities of illness and aging, and themselves."

The hospital honored 13 volunteers with Picture Awards for exceptional service. Picture Award Recipients were: Megan Alldritt, Hanne Beck, John Blake, Jack Creedon, John Duffy, Mimi Gregory, Antonia Hage, Alice Hatch, Alex Lopez, Johnathan Rodriguez, Mary Romano, Pauline Terranova, and William Terranova.

The MGH Honor Roll recognizes volunteers for length of service. Honor Roll awardees were:

Betty Paul	17,218 hours
Sally Taylor	13,950
Connie Thibodeau	13,874
Phyllis Welch	10,743
Franny Aldrich	10,700
Charles Snelling	9,882
Ellie Hackett	9,701
Janette Chaffee	9,565
Kathryn Mootz	8,948
Maurice Greenbaum	8,664
Rose Zizzo	8,024
Natalie Metcalf	7,460
Ann Fournier	6,681
Joan DeGuglielmo	5,707
Russell Pau	5,448
Joy Kimball	5,428
Mildred LaJoie	5,307
Lucy Burr	5,268

The Board of Trustees recognized the Department of Social Service, directed by Evelyn Bonander, with the Trustees Award for extraordinary support of the MGH volunteer program. Here social worker Barbara Buckley thanks her colleagues for their commitment to the program.

In general

Dr. Kurt Bloch, Chief of the Clinical Immunology and Allergy Units of the MGH, will serve this year as vice president of the American Academy of Allergy and Immunology. One of his major tasks will be to encourage the development of additional training programs in clinical and diagnostic laboratory immunology throughout the United States.

Eric Proctor, Administrative Director for the Department of Orthopaedic Surgery, was recently elected treasurer of the Association of Academic Orthopaedic Administrators (AAOA). The AAOA is made up of administrators representing orthopedic teaching programs across the country. Mr. Proctor, who is a charter member of the AAOA, is also a member of the Academic Special Interest Group Council and a membership coordinator for the Medical Group Management Association's Academic Practice Assembly.

Dr. Mitchell Fink, has joined the MGH as the Director of the Division of Surgical Critical Care. Dr. Fink, who is also Associate Professor of Surgery at Harvard Medical School, specializes in treating patients with digestive problems or other general surgical problems.

Dr. Fink came to the MGH from the University of Massachusetts Medical School in Worcester where he was Chair of the Division of Surgery and Director of the Surgical Intensive Care Units. Dr. Fink received his medical degree from Washington University School of Medicine in St. Louis.

Deborah Benvenuto, RN, CRNI, and **Mary Alexander, RN, CRNI**, have recently been elected to the National Board of Directors of the Intravenous (IV) Nursing Society. Ms. Benvenuto is president-elect of the Board and will serve as president in 1993. Ms. Alexander became secretary-treasurer in May and will serve a two-year term. The Society is the speciality organization for hospital and home-based IV nurses and currently has a membership of 6000 registered nurses.

Charlestown loves a healthy heart

MGH nurse Toni St. Germain takes a Charlestown man's blood pressure. MGH health care providers joined forces with community groups to do health screenings for the annual Charlestown Loves a Healthy Heart Day. The event was sponsored by the MGH Bunker Hill Health Center, the Charlestown Lions Club, the Boston Public Library, the Cardiac Advisory Board, Johnnie's Foodmaster, and Charlestown Against Drugs.

What's happening

Chartwell expands respiratory therapy/home medical equipment service

Chartwell Home Therapies, a partnership between the MGH and the New England Medical Center, is expanding services for patients using respiratory medical equipment at home. Chartwell has traditionally provided patient care while subcontracting the equipment, delivery, and billing functions to an outside vendor. All of these services are now provided directly by Chartwell employees. Chartwell will deliver equipment, handle ongoing equipment and supply management, provide training for patients and families, and handle billing.

Chartwell Home Therapies was established in 1984 to provide home infusion (intravenous) therapy. The company has since added respiratory care, home medical equipment, inhalation therapy, infusion clinics, and retail pharmacy services to its service menu.

Call a cardiologist on the On-call Information Line

The Cardiac Unit is offering an On-call Information Line. By calling 726-3313, you can find out how to contact the staff cardiologist or fellow who is on call for the various services provided by the Cardiac Unit. This information line is available 24 hours a day including weekends and holidays.

Red Sox battle Texas Rangers and California Angels at Fenway Park

If you want to take someone out to the ball game, you can get tickets at the MGH. The Red Sox will face the Texas Rangers at Fenway Park on Wednesday, July 29, at 7:35 p.m. Tickets are $7.00 and will be sold at sites around the hospital. There are only 500 tickets, so employees are limited to two tickets each. You must present your identification badge to purchase tickets. Tickets go on sale Wednesday, July 1, at the following times and locations:

MGH Gray Lobby	7:30 a.m.
BHHC Management Offices	8:30 a.m.
Somerville Medical Records File Room	8:00 a.m.

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Boyz net basketball league championship

MGH hoopsters, the Boyz, won the MGH Basketball League Championship with a 13-1 record for the season. Al Brooks, of Materials Management was dubbed Most Valuable Player, and Dennis MaClain won the Rookie of the Year award.

The Trailblazers won second place in the league championships. Larry Washington of Police and Security was the Trailblazers' team captain. Appreciation awards for first-time coaches went to James Baxter, coach of the Hoyas; David Baxter, coach of the Bulldogs; and Marcus Guerro, coach of the Eviscerators. The Most Improved Player award went to Daryl Williams of the Tar-Heels.

The winning team (from left, rear): Keith McCarthy, Derix Williams, Al Brooks, and Anthony Rieves. From left, front: Eddy Greene, James Lennox, Shawn Wiggins, and Rolando Mendez.

A fair way to celebrate

Fairs raise commuter awareness and celebrate employees

The WACC Lobby and the Walcott rooms were packed with people last month celebrating Commuter Awareness Day and National Hospital Week. Commuter Services hosted exhibits in the WACC lobby and provided popcorn and cotton candy. Vince and Larry, the crash dummies, made an appearance to highlight the importance of wearing seat belts. Meanwhile, upstairs in the Walcott rooms, clowns entertained the MGH crowds. Human Resources organized an employee appreciation day in celebration of National Hospital Week. The event also featured an artist who drew caricatures of employees, refreshments, and other activities. As well, employees were able to get a free family portrait. All told, an estimated 6,000 people attended the festivities.

Left: Clowns entertained the MGH crowds during Employee Appreciation Day. Below: During Commuter Awareness Day, Vince and Larry, the crash dummies, told MGHers of the importance of buckling up.

Town Meeting

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reimbursement for my travel did not get credited to the correct account." MGH auditors identified and corrected the error and reported it to the Inspector General.

"I don't see anything very serious," said the General Director of the audit. "When you are dealing with close to a billion dollars in expenses in a year, you can expect to make some mistakes. We probably made some mistakes. If we did, we are going to own up to them." The General Director pointed out that later in the summer, the Inspector General also would examine MGH research budget accounts. Both audits are being conducted at 22 hospitals chosen by the government for random sampling.

When riots erupted in Los Angeles after the acquittal last month of six police officers accused of beating an African American motorist, reaction around the country was overwhelming. "We have a responsibility as individual citizens and as an institution to be advocates for diversity at home and in the workplace," said Dr. Buchanan. "We certainly don't want to see the kind of strife, and crisis, and chaos in Boston, or anywhere for that matter, that we witnessed taking place in Los Angeles."

The MGH has an active cultural diversity program which includes efforts by the Department of Medicine to recruit more minorities into academic medicine; an annual cultural diversity fair; MGH employee tours of the Museum of African American History on Beacon Hill, and many other initiatives. "As a professional community," said Dr. Buchanan, "we have a responsibility to provide leadership in achieving diversity. I don't think we have done as well as we should. I don't think we have as many people of color in the most senior ranks of our organization. It isn't because we haven't tried. We frankly have not had success in our recruitment efforts. But I am undaunted, and I fully intend to see that we continue our efforts."

Dr. Buchanan credited smokers with the success of the MGH smoking policy. "I am extraordinarily appreciative of the cooperation we have gotten from smokers," he said. "The nonsmokers have not had to do very much, but the smokers have had to do a great deal to make this program succeed." Dr. Buchanan noted that he would try to engage the further cooperation of smokers to decrease smoking in public outdoor areas such as the entrance to the Emergency Department.

The construction of the Central Artery and the recently announced rebuilding of the Boston Garden will significantly impact the MGH. The least of the impact said the General Director is that the hospital will lose about half of its parking space on Nashua Street. The MGH is encouraging some employees to use temporary parking space in the Charles Street Jail yard.

Though the hospital has not finalized plans for the Charles Street Jail, the facility may be used as a site for a new Proton Beam unit — a device used to treat certain rare and malignant tumors and neurological disorders. In addition, the hospital is considering using the space for offices, to relocate the amphitheaters in the Tilton Building, or for a preoperative and postoperative patient care facility.

Because of the upcoming demolition of the Vincent Burnham Building and parts of the Clinics Building, the MGH needs about 100,000 square feet of additional space. To partially meet that need, the hospital is taking advantage of cost savings generated by decreased rents for commercial space. This summer, the hospital is moving out of its 15 River Street property. Resource and Development, the Treasurer's Office, parts of Human Resources, and the Institute of Health Professions (including its classrooms) will move to offices at 101 Merrimack Street near North Station.

An employee raised a question about the use of plastic green trays in the cafeterias. "By using the green trays (which are washable)," said Dr. Buchanan, "we have reduced substantially our utilization of styrofoam in response to concerns that employees have raised about being sensitive to our environment."

Employees also raised issues about the dress code for health care workers and the renovation of elevators in certain buildings. Dr. Buchanan stressed the importance of representing the hospital in a professional manner and pointed out new initiatives to improve the hospital's elevators. A new elevator car and a new computerized elevator control system have been installed in the WACC. The Jackson elevators have been completely renovated. Elevators in the Gray and White Buildings have also been renovated. And, when the second tower is complete, the hospital will have additional elevators.

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Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

The MGH recognized National Secretaries Day with a fashion show and other activities. Here MGH secretaries model the latest businesswear fashions.

What's happening

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MGH East Human Resources, 7th floor 10:00 a.m.

Revere Health Center Speech-Language Pathology 9:00 a.m.

A limited number of tickets will be sold Wednesday, August 19, for the Red Sox versus the California Angels game. The game is scheduled for 7:35 p.m. at Fenway Park. Tickets go on sale on July 1 in the WACC lobby at noon.

Tickets for sporting events are provided to employees at a reduced rate through the Employee Appreciation Committee's MGH Advantage program.

Pleased to give

Dear Dr. Stowell,

This letter is long overdue. The reason I am writing to you is to inform you of the fantastic work being done by your Mobile Blood Unit.

I had been donating blood sporadically for many years. However, in the past three years I have become a regular, every eight-week donor. The reason for my more dedicated concern toward giving is directly related to Pam, Cheryl, Jennifer, and Kevin of your Blood Unit. Their professional expertise and abilities are second to none.

I have seen them in very many different situations over the past few years, and they never cease to amaze me. I have seen them comfort and reassure many first-time donors, as well as handle any problems that have ever come up with someone's donation. This crew is always in total control of the process, even when bouncing around between donors. They are always able to meet the different needs of each donor without missing a beat.

They have taught me the importance of regular donations so as to have a stable blood supply in our area. The main reason that I try never to miss the Blood Mobile is the pure and simple reason that it is "FUN" to donate with this crew. They are always upbeat, happy, and create a very relaxed, pleasant environment for the donors. I am treated like a very special and important person every time I walk through that door. I do always feel better after having spent some time donating blood on your Mobile Unit, and my day seems a little brighter.

In closing, let me say that I am looking forward to seeing "the gang" in another eight weeks or so. There are not very many things that we can do for others that are truly as easy and enjoyable as donating blood on the MGH Mobile Unit.

Sincerely,

Jon Johanson

PLEASE RECYCLE

MGH HOTLINE

23 July 1992

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

MGH chosen best hospital in Northeastern United States

The Massachusetts General Hospital (MGH) was overwhelmingly chosen best hospital in Northeastern United States in a national poll of more than 1,000 specialists.

The June 15 issue of *U.S. News and World Report* shows the MGH with top rankings in 11 specialties, compared to 3 for second place finisher Memorial Sloan Kettering Cancer Center in New York City. Two Boston hospitals, Massachusetts Eye and Ear Infirmary (MEEI) and Brigham and Women's Hospital, finished in a second-place tie in Massachusetts with two highly ranked specialties each.

For the ratings of best in the entire country, three hospitals ranked extremely close. Johns Hopkins led with 13 specialties highly ranked, compared to 12 for the Mayo Clinic and the MGH's 11. UCLA Medical Center was fourth with nine specialties and Cleveland Clinic was fifth with five. No New England hospital joined the MGH in "the Best of the Best Listings" which require more than two top ranked specialties.

"Considering that we don't even have three of the specialties rated, we are pleased with the results," said Dr. J. Robert Buchanan, MGH General Director.

Two of Johns Hopkins' top-rated specialties were otolaryngology and ophthalmology. While the MGH has neither, it has an informal cooperative arrangement with the neighboring MEEI, which is among the top ratings for both. Counting those two, the MGH and Hopkins lead the nation with 13 highly ranked specialties each. McLean Hospital, founded with the MGH on the same day in 1811, finished as the best hospital in the country for psychiatry for the second straight year. The MGH's on campus psychiatry department was ranked fourth in the United States.

The MGH had five specialties in which its departments were listed as second in the country: orthopedics, neurology and neurosurgery, GI (gastroenterology), endocrinology, and AIDS. After psychiatry's fourth rating, the MGH was rated as fifth best in the nation in cardiology and cardiac surgery, urology, and geriatrics. The hospital's gynecology unit was sixth nationally, and rheumatology was seventh.

Other New England hospitals and the specialties in which they were highly ranked were MEEI, fourth in ophthalmology and second in otolaryngology; Brigham and Women's, first in gynecology and third in rheumatology; Children's Hospital, first in pediatrics; Dana-Farber Center, third in cancer; Beth Israel, second in geriatrics; Yale-New Haven Hospital, seventh in gynecology.

Since 1967 every national poll ranking the best American hospitals without using specialties as the sole criteria has rated the MGH as either best or second best in the United States with the other "hospital" being Mayo Clinic.

A University of Chicago research group carried out the poll for US News and World Report, the third largest news weekly in the United States. The specialists polled came from a national sample, and the physicians responding were assured confidentiality.

The National Opinion Research Center at the University of Chicago started its polling process with a master file of 560,000 physicians, and chose a geographically representative sample of 1,600. Sixty-five percent of those asked to participate, an unusually high percentage, responded. The research center then asked each specialist to name the five top hospitals in the United States for his or her specialty without listing the five in any order.

The following editorial and headline appeared in the June 25 *Boston Globe*. The *Globe's* editorial came in the wake of stories in Boston newspapers about the compensations of chief executives of major Boston teaching hospitals. The compensations ranged as high as $872,628. Dr. Buchanan's was $561,888.

High pay for quality care

At first blush, salary-and-benefit packages in the half-million-dollar range that are being paid some heads of Boston's world class hospitals seem shocking. But these obviously high levels of compensation should not be cursorily attacked as unwarranted or unjustifiable.

Executive pay scales are especially troublesome in these recessionary times as profits sag and stockholders question the multi-million-dollar salaries of corporate bigwigs. Even in the non-profit arena, high salaries are under scrutiny, most notably in the case of the president of the United Way of America who was ousted after a flurry of damaging publicity over his $500,000 salary.

The spotlight of public accountability also is on the salaries paid hospital executives as the cost of health care continues to soar and an ever-larger amount of the bill is paid with government funds.

In the case of the Boston hospital chiefs, some points need to be made clear. Boston's network of hospitals are national institutions that operate on the cutting edge of not only medicine, but also of medical research and medical education.

The executives who oversee these facilities are directing huge staffs as well as enormous investments in diagnostic and laboratory-research equipment. And they also must cope with ever-changing mazes of government red tape — regulatory, rate-setting and even influencing admissions and how long patients may stay in a hospital for a multitude of reasons.

In such a pressure-laden and high-stakes position, the competence of a hospital executive is critical. In today's competitive market, he must balance the demand for thrifty operations against the need to maintain high-quality and comprehensive care. "A good executive can save far more than his or her salary," points out Thomas Dolan, president of the American College of Healthcare Executives in Chicago.

Effective hospital executives are in great demand. In comparable hospital complexes in New York City, the executive salaries are far higher than here. Since Boston's teaching hospitals compete in the same professional arena as hospitals in far larger cities, their salaries must also be competitive.

As these salaries are evaluated — and can be expected to draw heavy criticism from rank-and-file hospital workers and consumer groups — a final consideration needs to be raised. Surely the patients who depend on these hospitals would not be amenable to settling for lower-quality care if that is the price to be extracted for obtaining lower-paid executives.

MGH has new Vice President for Development

Allen Peckham likes his job. "Our objective is to raise money to help sick and injured people get well," he said of the Department of Resource Development. "We connect terrific health care providers, educators, and scientists with patients and others who believe in the mission of this hospital. That's a great job."

By making those connections the hospital's new Vice President for Development and his staff will raise funds to build the hospital's second inpatient care building. They will raise funds to support MGH researchers in their search for better ways to combat disease. And they will raise funds to develop patient care programs and to train and educate physicians, nurses, and other health care workers.

The hospital has embarked on a fundraising campaign to raise $160 million to support MGH patient care, research, and educational programs and to fund construction of the new inpatient tower. The hospital already has raised $35.5 million toward its goal. Mr. Peckham is working closely with the cochairs of the campaign, Mrs. R. Morton Claflin, MGH Honorary Trustee, and Dr. W. Gerald Austen, MGH Chief of Surgery.

More than twenty years of experience in communications and fundraising has taught Mr. Peckham that

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Allen Peckham

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MGH HOTLINE

What's happening

Reduce, Reuse, Recycle Let's Do Our Part

The MGH Department of Dietetics is doing its part to help the environment by offering reusable coffee mugs to employees. Using the mugs helps cut down on the use of styrofoam cups and reduces the amount of trash going into the waste stream. Using the mugs also saves you money. If you have an MGH mug, coffee refills are free. The mugs cost $1.75 each.

Exhibit celebrates employees

Medical Records celebrated MGH employees during National Hospital Week in May with an exhibit in the Clinics Basement. The exhibit included paintings, photography, sculpture, poems, crafts, and other works by Medical Records employees.

MGH holds Louise Hatch Lecture

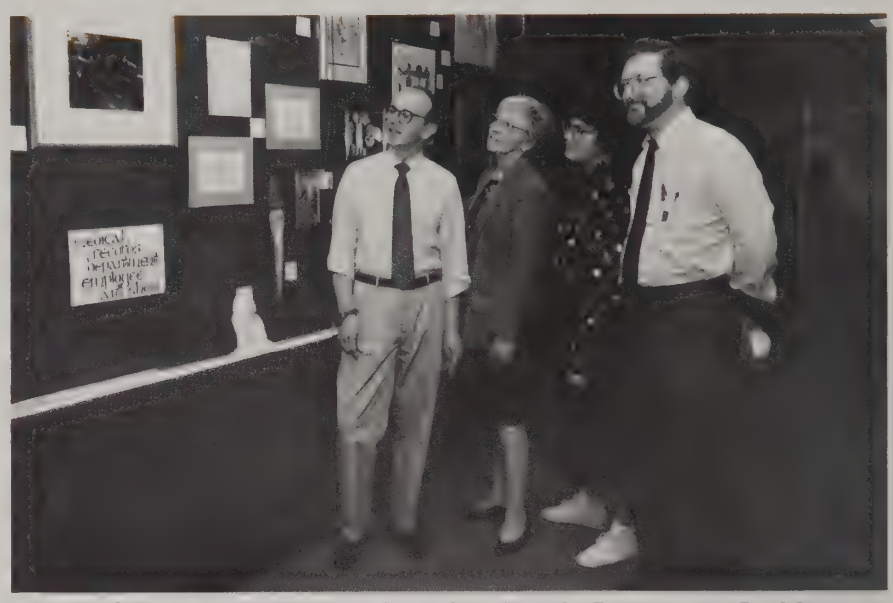
Elaine Ranker Monsen, Ph.D., RD, Professor of Nutrition in the Department of Medicine at the University of Washington, was the keynote speaker at the first annual Louise Hatch Lecture held in May in the Shriners Burns Auditorium. Dr. Monsen is the editor of the *Journal of the American Dietetic Association*.

Louise Hatch was the Director of the Department of Dietetics and the Dietetic Internship from 1949 to 1979. The lecture was established to honor Ms. Hatch's lifelong commitment to education and patient care.

Dr. Monsen is best known for her research on iron metabolism and absorption. She has served on the review committees for the Surgeon General's Report on Nutrition and Health and the 10th Edition of the Recommended Dietary Allowances. Dr. Monsen completed her dietetic internship at the MGH in 1957.

MGH hosted Majorie K. Ionta Lecture

The MGH Institute of Health Professions hosted the Tenth Annual Marjorie K. Ionta lecture on July 8 in the Shriners Burns Auditorium. Dr. Stanley V. Paris, PT, the first Ionta lecturer, returned as keynote speaker for the tenth anniversary of the event. His lecture was entitled "Physical Therapy — A Profession in Disarray."



From left are Medical Records artists Randy Patterson, Cathi Morancie, Alice-Jo Diloreti, and David Beynon.

Hospital starts United Way fund drive

The Hospital's seventh annual United Way Fundraising Campaign is underway. Last year, the MGH raised $235,000 for the United Way. Through the *Partners in Caring, Partners in Sharing* program, a portion of those monies were donated to the MGH Department of Social Service to help patients and families in need. "Our goal is to give as many people as possible the opportunity to participate in the campaign," said Tom Wonders, chair of the United Way Fundraising Committee.

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New Vice President

from page 1

planning, goal setting, and defining values and expectations are crucial to a successful fundraising effort. "The most important thing we have to do is raise money," he said, "but we must set other goals as well." One of Mr. Peckham's goals is to increase productivity — not measured just in how much money the hospital raises but also in how much is spent to raise that money. "This campaign will significantly raise the level of philanthropic support at MGH," he pointed out. "But our success will be measured in our ability to do that while managing our costs."

Mr. Peckham talks about other measures of success such as increasing the department's visibility to ensure that the entire MGH community has access to the hospital's development resources. "We want to have more contact with different departments," he said, "and to increase the impact this department can have as a resource throughout the organization."

Guiding the department toward its goals is a well defined set of values. "I think it's important for us to look at our values and expectations — what we hold dear," he said. "We are going to talk about honesty. That is a very important value here. We are going to talk about customer service. When people call us, we will respond to them as the very important people they are. And we want to stress the issue of diversity." Mr. Peckham also points to good communication and valuing employees as important. "Our greatest resource is the people who work here," he said. "You can't just say that, you must do things to ensure employees understand that you mean it."

Mr. Peckham is familiar with the challenges of raising money for an academic medical center like the MGH. For four years he was director of development for Children's Hospital in Boston. However, most of his experience is in fundraising and public relations within higher education. He has served as Director of Public Relations for Babson College. And he has a long history at Bentley College where he worked first as Director of Public Affairs, then as Director of Development, and finally as Vice President for Institutional Advancement. He sees many similarities in the skills required to raise funds for universities and the skills needed to raise money for health care organizations such as the MGH. "You have to craft persuasive communications, put them into action, and measure performance," he said. "People must be convinced that our institution has urgent needs. If they believe in the mission, they feel good about making contributions."

Mr. Peckham, a graduate of Boston University's College of Communications, lives with his family in Westborough, Massachusetts.

Here Carolyn Lewis of Dietetics displays the MGH's newest environmentally correct wares.

What's happening

from page 2

If you are interested in serving on a subcommittee, contact the chairperson of that committee. They are: Events Committee, Susan Barraclough, 6-2527; Prize Committee, John Favorito, 6-6934; Publicity Committee, Bob Hanscom, 6-3195; Pledge Cards Committee, Matt Ferrar, 6-5451; Department Representative Training Committee, John Nolan, 6-2390.

How noisy is the MGH?

How noisy is the MGH? Not as noisy as a Walkman turned up full blast. To help celebrate Better Speech and Hearing Week in April, MGH health care providers measured noise levels in various areas of the hospital and compared them to such things as the noise level in a forest (10 decibels) and the noise generated by a jet at takeoff (130 decibels). Here are the results.

	Decibels
Jet at takeoff	130
Walkman turned up to highest level	110
Pop music group	110
Receiving Dock	85
Aerobics class	80-85
MRI testing area	80-85
Average street traffic	80
Main kitchen	75-80
MGH shuttle bus	70
WACC Cafeteria	65-70
WACC Lobby	65-70
White Building Lobby	65-70
Business office	65
Conversational speech	60
Library	30
Forest	10

Tall Ships Parade benefited Halcyon Place

On July 11, Halcyon Place hosted a Tall Ships Parade celebration from the air conditioned terrace of the World Trade Center. Proceeds benefited Halcyon Place, a non-profit "home away from home" for families of patients being treated at the MGH. If you missed the benefit but want to make a donation, send a check to: Halcyon Place, 27 Commonwealth Ave., Boston, MA 02116. All donations are tax deductible. For more information contact Mark or Virginia Meyer at 267-4242.

You can get a nicotine smoking patch at the MGH

To get a prescription for a nicotine smoking patch, see a health care provider in the Medical Walk-In Unit. The patch will be prescribed as part of a nurse-managed program that includes counseling and follow-up. Patients may be referred by physicians or self-referred. To schedule an appointment, call 6-2707.

Cholesterol study needs volunteers

The MGH Preventive Cardiology Group is seeking volunteers for cholesterol lowering studies. Volunteers must be 18-75 years of age with cholesterol levels greater than 240 mg/dl. Medication, laboratory tests, and dietary counseling are free. Contact Jill Jarvis at 6-7867 for more information.

Reading group at the MEEI

Do you enjoy reading for pleasure? Would you like to discuss books with other bibliophiles? Then join the reading group at the Massachusetts Eye and Ear Infirmary (MEEI). The group meets the first and third Thursday of every month at 12:30 p.m. in Dining Room A on the 7th floor of the MEEI. Bring your lunch. For more information call Kathleen Fitzgerald, MEEI, X-109-3345.

Spend A Day With A Nurse is delayed

The Spend A Day With A Nurse program has been postponed until after Labor Day. Look for further information in upcoming Hotlines.

Study on hand warts needs volunteers

The Dermatology Clinical Investigations Unit at the MGH is recruiting volunteers with hand warts for a study on the effectiveness of conventional treatment with liquid nitrogen. Participants will have their warts and the treatment effect photographed. Office visits, treatment, and follow-up visits (up to two) are free of charge. Patients will be paid $15 per photographic session. If you are interested, please call 6-5066 .

Don't leave the office without it

American Express offers MGH employees access to a corporate American Express Card. The MGH/American Express Corporate Card program features several benefits beyond the typical personal credit card. Those benefits include business travel accident insurance, baggage insurance, emergency medical or legal referral, car rental loss and accident insurance, and liberal check cashing privileges. If you are interested in finding out if you qualify for an American Express Corporate Card, contact the business manager in your department.

Curtis White of Dietetics reviews information at a display on speech and hearing.

In general

Two prominent members of the MGH staff have been elected to the prestigious Institute of Medicine.

Dr. Nicholas Zervas, Chief of the MGH Neurosurgical Service and Higgins Professor of Neurosurgery at Harvard Medical School, was one of 50 new members elected to the Institute. And **Dr. Morton Swartz**, Chief of the James Jackson Firm Medical Services and former Chief of the Infectious Disease Unit, was one of seven elected to senior membership in the Institute of Medicine.

Dr. Swartz, a respected teacher, clinician, and researcher, was chief of the Infectious Disease Unit from 1956-1990. He is a graduate of Harvard College and Harvard Medical School and completed his internship and residency at the MGH. Dr. Swartz served as a hospital corpsman in the U.S. Navy during WWII and as an Army medical officer in the 35th Artillery Group from 1952-1954.

Dr. Swartz, who is also professor of medicine at Harvard Medical School, has been honored with inclusion in Who's Who in America. He served as President of the Infectious Diseases Society of America in 1988 and is the recipient of the Society's Feldman and Bristol awards. In 1989 he received the Distinguished Teacher Award from the American College of Physicians. He has served on many national advisory committees including the Advisory Committee on Legionnaires' Disease for the Centers for Disease Control and and the Institute of Medicine Review Panel on Toxic Shock Syndrome. Dr. Swartz also is Associate Editor of *The New England Journal of Medicine.*

Dr. Zervas, a renowned neurosurgeon, is immediate past-president of the American Academy of Neurological Surgery and immediate past-chairman of the American Board of Neurological Surgery. Dr. Zervas currently serves as a member of the National Panel for Research in Neurological Disorders in the Decade of the Brain and is on the editorial boards of *Neurosurgical Consultations* and *The Journal of Applied Neurophysiology.*

An amateur musician and a supporter of the arts, Dr. Zervas was in 1984 named chairman of the Massachusetts Council on the Arts and Humanities. He also is a trustee of the Boston Symphony Orchestra.

Dr. Zervas, who is in addition chairman of the MGH's General

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A question

An employee has inquired about General Director Dr. J. Robert Buchanan and his family residing in an MGH-owned house. The HoHotline has confirmed that Dr. Buchanan has paid a substantial rent for the house since he and his family moved there in June of 1983. An independent real estate broker has recently expressed the opinion that the rent paid by the Buchanans is, if anything, above market value.

The MGH maintains the premises except for the lawn and gardens which the Buchanans personally provided and maintain. In fact Dr. Buchanan not only often personally mows the lawn but also that of the adjoining house, owned as well by the MGH but occupied by families of MGH and MEEI patients who come from distant places. The Buchanans also personally maintain the gardens of the adjoining MGH house. All the furnishings of their rental home are theirs except for a very few pieces owned by the MGH and left with them for safekeeping.

Though the Buchanans pay rent, they are also expected to use the dwelling for official hospital functions and have done so extensively. On Wednesday, July 8, for example, the Buchanans hosted 75-80 fellows, their lab chiefs, and their sponsors from the MGH research community. Such functions, catered whenever necessary by the MGH dietary department, have been a major contributor to MGH fundraising.

In General

Executive Committee, graduated from Harvard College in 1950 and received his medical degree with honors from the University of Chicago School of Medicine in 1954. He served residencies at the MGH and the Montreal Neurological Institute in Quebec. From 1956-1958 he served as a Captain in the Army Medical Corps.

Before coming to the MGH as Chief of Neurosurgery, Dr. Zervas was Chief of the Neurosurgical Service at Beth Israel Hospital for 10 years.

The election of Drs. Zervas and Swartz to the Institute of Medicine raises the total membership to 474. New members are elected from candidates chosen for major contributions to health and medicine or to such related fields as social and behavioral sciences, law, administration, and economics.

Election to the Institute is both an honor and an obligation to work on behalf of the organization. Current Institute projects include an examination of ways to prevent mental illness and an assessment of the issues surrounding genetic risks for disease.

Rakesh Jain, PhD, Director of the Edwin L. Steele Laboratory for Tumor Biology in the MGH Cancer Center, has been named a Fellow in the American Institute of Medical and Biological Engineering's College of Fellows.

Dr. Jain was recognized for his contribution of applying engineering principles to cancer research.

Kathleen Erwin is the new Director of Admitting at the MGH. Ms. Erwin hails from the Neponset Valley Health Systems, where she was the associate vice president of Patient Financial Services. Two years prior to that, she was the Director of Patient Financial Services at the University of Massachusetts Medical Center. She has also worked as Director of Patient Financial Services at the University Hospital. In addition, she has held administrative positions at Braintree Hospital, Catholic Medical Center in Manchester, New Hampshire, and the Beth Israel Hospital in Boston.

MGH radiologist **Dr. Edward Webster** delivered the 16th Lauriston S. Taylor lecture at the April 1992 meeting of the National Council on Radiation Protection and Measurements. The lecture was entitled "Radiation Doses and Risks in Diagnostic Radiology; How big? How Little?"

Trina Oswald has been appointed Director of Occupational Therapy. Ms. Oswald earned a Bachelor of Science in Occupational Therapy from Virginia Commonwealth University and her master's degree in Organization and Management from Antioch New England Graduate School.

She comes to the MGH after serving as the Director of Occupational Therapy at the Rehabilitation Center of Fairfield County which provides all occupational therapy services to Bridgeport Hospital in Connecticut.

Thomas Smith, RN, MS, Director of Pediatric and Intensive Care Nursing Services, was the recipient in May of the Anne K. Kibrick Outstanding Leadership Award. This award is given annually by the University of Massachusetts (Boston) Chapter of Sigma Theta Tau, the international honor society of nursing. Anne Kibrick was the College of Nursing's founder and first dean.

Mr. Smith also has been elected to the Board of Directors of the Massachusetts Organization of Nurse Executives (MONE). MONE is a statewide organization representing 850 nurse executives and nurse managers. The organization provides leadership for the advancement of professional nursing in the Commonwealth.

In addition, Mr. Smith has been appointed to the Nursing Education Committee of the Massachusetts Board of Registration in Nursing. The purpose of this advisory committee is to assist the Board in implementating nursing education guidelines within the State.

Deborah K. Mayer, RN, MSN, OCN, Assistant Professor of the Graduate Program in Nursing at the MGH Institute of Health Professions (IHP), is the 1992 recipient of the Oncology Nursing Society (ONS) Roche Distinguished Service Award. The award was presented at the Society's 17th annual Congress in May and recognizes a nurse who has made outstanding contributions to the field of oncology.

Ms. Mayer has been active in the field of oncology since 1975. She has coordinated and conducted a variety of investigational clinical trials at the MGH and elsewhere. She recently became the first nurse ever appointed to a scientific seat of the National Cancer Advisory Board. The board advises the Director of the National Cancer Institute and other officials of the U.S. Department of Health and Human Services about the Institute's programs and policies.

Ms. Mayer served as the President of the Oncology Nursing Society from 1987-1989. From 1982 - 1986 she served as the ONS treasurer and chairperson of the Finance Committee. She has served on numerous ONS National Committees and was cofounder and first President of the Delaware Valley ONS Chapter.

In addition to ONS, she is a member of the American Nurses Association, the American Society of Clinical Oncology, the Pennsylvania Hospital Alumnae Association, Sigma Theta Tau, the Society for Biological Therapy, and the National Coalition for Cancer Survivorship. She has published more than 60 chapters, articles, and abstracts in the field of oncology and oncology nursing. Ms. Mayer earned a Master of Science in Nursing from Yale University School of Nursing, a Bachelor of Science in Nursing from the University of the State of New York at Albany, a Nurse Practitioner certificate from the University of Maryland, and a Nursing Diploma from the Pennsylvania Hospital School of Nursing.

At its 17th Annual Congress in May the Oncology Nursing Society also presented scholarships and grants to nurses around the country. Three MGH nurses were recognized with scholarships. **Judith Spross**, MS, RN, OCN, Assistant Professor of Nursing at the IHP, was honored with an Ann Olson Memorial Doctoral Scholarship supported by Adria Laboratories. **Cynthia Maciaga**, RN, BS, OCN, a staff nurse at the MGH, received a master's scholarship supported by the Oncology Nursing Foundation. And MGH oncology nurse **Camille Madden**, RN, was the recipient of an Oncology Nursing Foundation Roberta Pierce Scofield Undergraduate Scholarship. These scholarships are designed to improve oncology nursing by assisting registered nurses in furthering their education.

Ann D. Eldridge, G.N., a third year nursing student at the Institute of Health Professions and an oncology nurse on Ellison 14, was one of twelve people selected to participate in the Albert Schweitzer Urban Fellows Program. The Urban Fellows program is supported by a grant from the Harvard Community Health Plan Foundation and is designed to provide public service opportunities for young aspiring health professionals in Boston who will undertake projects worthy of emulation locally and nationally. Ms. Eldridge will work with community mentors at Boston Health Care for the Homeless Program and with an IHP faculty mentor to provide nursing services and health education to homeless persons, particularly those with HIV, AIDS, and problems of substance abuse. Ms. Eldridge received her bachelor's degree at the College of Public and Community Service at UMASS Boston where she won the Dean's Award for exhibiting outstanding leadership and achievement. She has worked as a nursing assistant at the Hospice at Mission Hill and at the MGH. For many years she has worked on various advocacy activities including ongoing anti-stigma campaigns with the Alliance for the Mentally Ill.

Mandy Bass, MSN, RN, CCRN, CNN, clinical nurse specialist at the MGH, was recently awarded the American Nephrology Nurses' Association (ANNA) award for excellence in Clinical Practice. The award, sponsored by Anthony Jannetti, Inc., consists of a $1,000 continuing education grant and a plaque.

Ms. Bass was honored for, among other accomplishments, her participation and leadership in a staff educational project in the MGH Hemodialysis Unit that supported staff nurse skill development in diagnostic thinking and documentation.

Ms. Bass is a member of various committees and a quality assessment task force at the MGH. She is the chairperson of the ANNA's Transplant Special Interest Group, and past Northeast Region Vice President of the ANNA. She is a representative of the Massachusetts Bay Chapter of the Massachusetts Council of Nurse Professional Organization. She also has established a Network of transplant coordinators in the Massachusetts Bay Chapter in order to better impact decision making. Ms. Bass recently attended the Nurse in Washington Internship, a program sponsored by the National Federation for Specialty Nursing Organizations to educate nurses about the political process.

Smoking will be 90's health issue for women, minorities, and youth

"You've come a long way baby," read a Virginia Slims ad. And indeed American women have come a long way. In the last 25 years, the number of American women who smoke has doubled. And lung cancer now surpasses breast cancer as the leading cause of cancer death among women. "It is quite clear that women's smoking habits have come home to roost," said Dr. Nancy Rigotti, MGH internist and smoking policy expert. "Twenty five years ago one half of adult men in this country smoked and one quarter of adult women. Now it is almost even. As a result, the rate of lung cancer in women looks just like the rate of lung cancer in men 40 years ago."

Tobacco companies have targeted women, people of color, youth, the working class, and the poor with advertisements for cigarettes. These are the smokers of the future. In fact, most people start smoking when they are teen-agers. People of color smoke more than Whites. Smoking is more prevalent among the working class and the poor. And by the year 2000, more women than men will smoke.

"These are the people who will fill our beds in the future," said Dr. Rigotti, "smokers with lung cancer and heart disease; increasingly women, minorities, and poor people."

PLEASE RECYCLE

MGH HOTLINE

27 August 1992

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Graduates Lauded by MGH Institute of Health Professions

The MGH Institute of Health Professions (MGH-IHP) recently awarded Master of Science degrees to 50 students during the Institute's twelfth graduation ceremony.

In addition, several students and one faculty member were honored for outstanding achievement in their fields. Lauded were Diane Plante with the first-ever Mary Mankin Prize, Kathleen Cumming and Jo Birdsey with the 1992 Excellence in Clinical Nursing Practice Award, Kim Ziemer with the Louise Hatch Award, and Assistant Professor Daniel A. Dyrek with the 1992 Award for Excellence in Teaching.

The graduation ceremonies of the IHP, founded in 1977 as the first graduate degree-granting institute in the United States directly affiliated with a hospital, took place on the Bulfinch lawn. At the gathering IHP President Patrick E. McCarthy, M.C.P, welcomed the students and guests and spoke of the joy of the occasion and the strength of the graduates. Student speakers were Holly A. Ellison, RN, and Joyce Diann Lockert, P.T. Then, the Rev. Spencer M. Rice, Rector of Trinity Church and a member of the Institute's Board of Trustees, gave the commencement address. Later, diplomas were

Turn to "IHP Graduation" Page 2

IHP graduates proceeding into the tent.

MGH Researchers Discover Way To Make A Movie of the Mind

Researchers led by a team at the MGH have developed a way to make continuous, real-time images of the thinking brain. Armed with this new and revolutionary technique, physicians could gain unprecedented insight into how the healthy brain functions and help with treating epilepsy, brain tumors, and other disorders.

MGH researchers involved in developing the technique are Kenneth K. Kwong, PhD, a Research Fellow at the MGH-NMR (nuclear magnetic resonance) Center; Bruce R. Rosen, MD, PhD, Director of Clinical NMR and Co-Director of the MGH-NMR Center; and Drs. John W. Belliveau, David A. Chesler, Inna E. Goldberg, Robert M. Weisskoff, Brigitte P. Poncelet, David N. Kennedy, Bernice E. Hoppel, Mark S. Cohen, and Thomas J. Brady. Also involved are Drs. Robert Turner of the National Institutes of Health and Hong-Ming

Turn to "Movies of the Mind" Page 2

Construction has begun on the second new patient care structure at the MGH. The crane is installing the structural steel for the building, scheduled for completion in 1994.

Primary Care Nurse Karen Manning gives encouragement to Randall Hinson, a three-year-old from Brockton who has acute lymphoblastic leukemia. Hinson needs a bone marrow transplant, and the search for a donor is underway.
See related story on Page 2.

New Chairman of the Board of Trustees at MGH

Ferdinand Colloredo-Mansfeld has been elected chairman of both the Board of Trustees of The General Hospital Corporation (the General) and the Board of Trustees of The Massachusetts General Hospital (MGH).

In addition, three new trustees were elected to the General's board: Mr. William S. Edgerly, Chairman of State Street Bank & Trust; Mr. Peter S. Lynch, an independent consultant who formerly managed Fidelity Management and Research Company's Magellan Fund; and Dr. Linda S. Wilson, President of Radcliffe College.

Mr. Colloredo-Mansfeld, a trustee of the Hospital since 1982 and vice chairman of the boards of the General and the MGH for the last four years, succeeds W. Nicholas Thorndike in the chairmanships. Mr. Thorndike, chairman of the boards for the past five years, remains as a trustee. He also is a consultant and former managing partner of

Wellington Management Company.

Mr. Colloredo-Mansfeld is chairman, chief executive officer, and chief investment officer of Cabot Partners Limited Partnership, a real estate investment management firm. He has held these positions since the firm's founding in 1986. He also holds directorships with various corporations and civic groups, including Shawmut National Corporation, Data General Corporation, Raytheon Corporation, and The Private Industry Council. Previously Mr. Colloredo-Mansfeld was chairman and chief executive officer of Cabot, Cabot & Forbes, a real estate development firm for which he worked from 1970 to 1989.

The 21-member board of the General oversees the operations of the General Hospital in all of its patient care, research, and educational activities. It establishes the General's operating and capital budgets, approves large purchases of equipment and real estate, makes appointments to the General's professional staff, recommends promotions of professors and, in general, establishes hospital-specific common policy for the affiliates, and provides them with certain central services.

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— IHP Graduation

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presented to the students. Awarded were two degrees in Dietetics, 12 in Physical Therapy, and 36 in Nursing.

"The members of this year's graduating class, with their abilities and dedication, exemplify what this institute represents," Mr. McCarthy said. "In addition, the size of the graduating class reflects the reputation of the program, and the students and faculty honored reflect the quality."

The awards presented at this year's graduation went to individuals who, in many different ways, have shown their unwavering commitment to helping others. For example, Ms. Cumming of Scituate, a staff nurse at the MGH, has been dedicated throughout her career to serving as an advocate for homeless and vulnerable elders. Ms. Cumming's interest in nursing started almost two decades ago when she began to care for the elderly wife of Dr. Ernest M. Daland, a renowned Boston surgeon who founded the MGH tumor clinic.

The award presented to Ms. Birdsey of Newton recognizes her willingness to share her nursing expertise with other students and her holistic approach to health care. As an adult nurse practitioner at the MGH Revere Health Center, Ms. Birdsey specializes in women's health and family planning.

Ms. Ziemer, a Malden resident and clinical dietician at the MGH, received the Louise Hatch Award for her outstanding academic and humanistic qualities. The award is in honor of Louise Hatch, the Director of the Department of Dietetics and the Dietetic Internship at the MGH from 1949 to 1979.

Ms. Plante of Brookline, an orthopedic physical therapist with MGH Physical Therapy Associates, received the Mary Mankin Prize for submitting the best thesis of any student in the physical therapy program. This award was established by Dr. Henry Mankin, Chief of Orthopaedic Surgical Services at the MGH, in honor of his mother Mary, who was born in 1886 in Lithuania and died last year at the age of 104. Ms. Plante received an advanced Master of Science in Physical Therapy degree earlier this year from the Institute, but returned to graduation to receive the award.

Finally, Mr. Dyrek was honored for his achievement in teaching, as exemplified by extraordinary creativity and sensitivity to individual learning styles. Because of Mr. Dyrek's outstanding teaching methods, his courses are always in high demand. Mr. Dyrek, a North Quincy resident, has served on the Institute faculty for seven years and is also Director of MGH Physical Therapy Associates.

Daniel A. Dyrek, M.S., P.T., Recipient of the 1992 Award for Excellence in Teaching.

Searching for a Donor

A SEARCH IS UNDERWAY to find a bone marrow donor for Randall Hinson, a three-year-old from Brockton who recently suffered a relapse of acute lymphoblastic leukemia.

First diagnosed with leukemia when he was 15 months old, Randall has received aggressive and caring treatment at the MGH from his physician, William S. Ferguson, MD, and the Ellison 17 staff, including Primary Care Nurse Karen Manning, Associate Care Nurse Jane Fontana, and Lora Azzoli, a play therapist. Now doctors say a bone marrow transplant will offer the youngster the best chance of survival.

"He's a very cute little boy," Ms. Manning said of Randall, the son of Laura and Robert Hinson. "When you work with a child and the family for a couple of years, you become attached. So it's a little devastating when the child relapses. When it works well, a bone marrow transplant seems to be a ticket to recovery. People only have to give a little bit of time and blood to sign up as a marrow donor, and that gives others a chance for a normal life."

A bone marrow donor must have an HLA (human leukocyte antigen) tissue type that exactly matches the patient's. A match is much more likely to be found within the patient's own ethnic group — African-American in Randall's case. Unfortunately, less than 5 percent of the 615,000 potential donors listed with the National Marrow Donor data base are from this ethnic group. While the best donor would be a sibling, tests show that neither of Randall's two brothers have the same HLA tissue type as he does.

Testing of potential bone marrow donors is handled by the HLA Registry Foundation, a donor center that frequently holds community testing days in cities and towns throughout the region. People who want to find when and where testings are scheduled should call (617) 695-8037. To get information about other testing alternatives for potential donors, call the HLA Registry Foundation at (617) 268-9277.

— Movies of the Mind

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Cheng of the Massachusetts Eye and Ear Infirmary.

"This is the first technique that will allow us to provide an uninterrupted stream of images," said Dr. Kwong, first author of a paper published about the technique in the June 15 issue of the *Proceedings of the National Academy of Science*. "Whole sections in textbooks may have to be rewritten because of the findings now possible about how the brain works."

In the past, physicians and scientists studying the brain were limited to viewing images taken five to ten minutes apart, a "snapshot" approach that can provide only a fraction of the information available with the new technique. The new technique can reveal changes that take place in as little as one-fifth of a second.

Initially, the continuous imaging technique will be used to study the functioning of the healthy brain. But it has broad longer-term implications for improved care of people suffering from epilepsy and brain tumors and possibly for people with psychiatric disorders.

Another exciting aspect of the technique is that it doesn't rely on injecting contrast agents such as dyes to magnify the brain's own intrinsic signals. This means it can be used for extended periods of time. While contrast agents are safe when administered in the proper doses, there are limits to how often they can be used safely in one person.

The continuous imaging technique is based on intrinsic blood-tissue contrast that works because of a connection between brain activity, blood flow, and magnetic resonance imaging (MRI) radio signals. When the brain is activated, both blood flow and blood oxygen levels increase in the part of the brain where the activation takes place. The MGH researchers can determine blood flow indirectly by measuring blood oxygenation levels, or they can measure blood flow directly using a technique developed at the MGH and only available here.

New Fund Established to Fight Lou Gehrig's Disease

MGH researchers seeking a treatment for amyotrophic lateral sclerosis (ALS) have received a boost in funding through the recent establishment of the Myrtle May MacLellan Fund for the Study of ALS.

The fund was established by George S. MacLellan of Norwell in memory of his wife, who died last year of ALS, more commonly known as Lou Gehrig's Disease after the famous baseball player who died of the illness 50 years ago.

Mr. MacLellan has donated $100,000 toward research being conducted by Robert H. Brown Jr., MD, Director of the Cecil B. Day Laboratory for Neuromuscular Research at the MGH East and of the MDA Clinic at the MGH. Dr. Brown is working to pinpoint the addresses of genes that cause ALS. Working with him are James F. Gusella PhD, director of the MGH's Molecular Neurogenetics Unit, and H. Robert Horvitz, MD, of the Howard Hughes Medical Institute Research Laboratories at Massachusetts Institute of Technology.

"I view this fund as an essential research support, both because of the magnanimity of the benefaction and the fact that the fund is discretionary," Dr. Brown said. "It's critical to have discretionary funds for research, because they support some of the most creative pilot studies from which longer term funding can be obtained."

People interested in contributing to the Myrtle May MacLellan Fund for the Study of ALS should call Dr. Brown's office at (617) 726-5750.

Dr. Robert H. Brown Jr., (right) accepts a check from George S. MacLellan of Norwell for the establishment of the Myrtle May MacLellan Fund for the Study of ALS.

It's Time to Celebrate Ourselves with the MGH Cultural Diversity Fair

Plans are underway for the MGH's Cultural Diversity Festival, an annual event during which MGH employees enjoy exotic foods and entertainment while gaining a better understanding of each other.

The theme of this year's festival — scheduled for Monday, September 14, through Wednesday, September 16 — is "Focus On Diversity." This theme captures a new dimension being added to the festival this year — a film series. The festival will feature numerous events designed to help employees "explore and celebrate ourselves and others," said Kathryn Long, Festival Coordinator from the Employee Relations Office.

"MGH is a very diverse place. We not only have patients here from all over the world and from all walks of life, but we also have employees who represent many different ethnic cultures, backgrounds, and experiences," Long said. "The Cultural Diversity Festival gives us an opportunity to explore the cultures of the people who make up MGH."

Typically, one of the festival's most popular events is the Cultural Diversity Fair, planned this year for September 15 under the Bulfinch Tent. The day-long fair will feature activities such as ethnic dancing, displays with information from countries worldwide, and an Employee Recipe Contest. MGH employees have submitted recipes for their favorite ethnic dish to the MGH Dietary Department, whose staff members are determining which they think are the best. The winning dishes will be served in the General Cafeteria on the day of the fair.

Starting Monday, September 14, through Wednesday, September 16, 30- to 40-minute videos will be presented during lunch (between noon - 2 p.m.) and dinner (6 p.m. - 7 p.m.) in the General Cafeteria. A wide variety of videos from Japanese cartoons and Russian game shows to short-subject documentaries will explore cultural diversity through film.

What's happening

Study on Hair Loss

The Dermatology Clinical Investigations Unit at the MGH is recruiting patients to test the safety and efficacy of a new formulation of Minoxidil for hair loss. Patients must be between the ages of 18 and 49, in good health and available for monthly office visits during the next year. Studies also are being done for psoriasis, acne, and nail fungus. There is no charge for participation and remuneration is provided. For more information, please call (617) 726-5066.

Marcus Foundation Golf Tournament

The Second Annual Marcus Foundation Celebrity Golf Tournament is scheduled for Monday, August 31, at the Blue Hill Country Club in Canton, Mass. The foundation funds clinical research relating to the treatment of childhood brain tumors. Three of the foundation's board members are MGH physicians — Rita Linggood, MD, Paul Chapman, MD, and Elizabeth Dooling, MD. For more information about the golf tournament, call (508) 520-4779.

Article on Tobacco Smoke as Environment Toxin

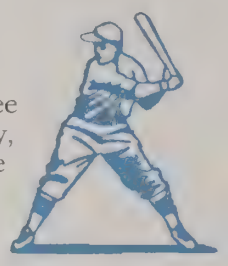
A paper issued recently by the American Heart Association recommending that tobacco smoke be treated as a environmental toxin and that ways be found to protect people from this health hazard was written in part by two MGH physicians. Homayoun Kazemi, MD, Chief of the MGH Pulmonary-Critical Care Unit; and Douglas Johnson, MD, of the Pulmonary-Critical Care Unit and Director of the Pulmonary Function Laboratory; compiled the paper, along with first author Aubrey E. Taylor, PhD, Professor and Chairman of Physiology at the University of South Alabama. The report concluded that the risk of death due to heart disease is increased by about 30 percent among those exposed to environmental smoke at home and estimated that 30,000 to 40,000 nonsmokers die each year from heart disease because of exposure to environmental tobacco smoke. The only way to eliminate this risk, Dr. Johnson said, is to provide a smoke-free environment for all nonsmokers.

Part of Vincent Building Closed For Renovations

Until November 25, the third floor of the Vincent Building is closed for renovations and the construction of the Nuclear Cardiology department. All travel routes through the area will be blocked. Questions should go to Jim Guiry or Bill Mack in the Planning Office at extension 6-2442.

For All Red Sox Loyalists

If you missed the Red Sox ticket sale on Wednesday, August 12, and wonder about the remaining tickets for the 7:35 p.m. game against the Milwaukee Brewers on Thursday, September 17, please call Julie Atwood or Anna Giarrusso at extension 6-2763. There were a limited number of tickets available at $7.00 with a two-ticket maximum per employee. Another MGH advantage!



New Surgical Consultation Service

A new Surgical Consultation Service at the MGH is providing expeditious surgical consultation to inpatients and outpatients 24 hours a day, seven days a week. The consultation service, established by the hospital's Surgical Service, is for patients with any general surgical problem, including intravenous access. It can be reached by calling (617) 726-2500.

Annual MGH Crafts Fair

The Ladies Visiting Committee will hold its annual MGH Crafts Fair under the Bulfinch tent from 10 a.m. to 4 p.m. on Wednesday, September 16. The fair will feature the arts and crafts of MGH employees and their families. Last year's event drew a packed crowd and rave reviews. So do your Christmas shopping early and discover your coworkers' many talents.

Countway Library Policy Changing

The Francis A. Countway Library of Medicine has redesigned its Privileges Policy for employees of the MGH who use the facility. As of August 1, MGH employees holding a yellow Countway library card will continue to have full in-library services and access to the Countway Library collections but will no longer have borrowing or inter-library loan privileges. The same policies will apply to MGH employees who previously made a limited number of visits or needed sponsorship to use the library. There is no charge for MGH staff who hold Harvard officer, staff, or faculty cards. Questions about the new policies should go to the library's supervisor of access services, Elaine Alligood at (617) 432-2465.

In General

Kate Latta, **RN,** head nurse anesthetist in the MGH's Anesthesia Department, is the newly elected president of the Massachusetts Association of Nurse Anesthetists, a group with almost 600 members. Ms. Latta, a certified registered nurse anesthetist, heads a group of 10 nurse anesthetists at MGH who administer anesthesia to approximately 15 percent of the hospital's patients requiring the services of the Department.

Joel Habener, MD, chief of the Laboratory of Molecular Endocrinology at the MGH, has received a MERIT Award for his research grant entitled "Somatostatin: Endocrine and Paracrine Biosynthesis." Bestowed by the National Institute of Diabetes, Digestive and Kidney Diseases, MERIT awards provide outstanding investigators with long-term stable support that will enhance continued scientific creativity and lessen administrative burdens.

A strategic planning program developed by several nurses in the MGH's Surgical Nursing unit was recently lauded by the National Awards Program of the American College of Physician Executives. The MGH program, entitled "Strategic Planning Improves Professional Practice on Nursing Unit," was developed by **Walter Moulaison**, **RN**, nurse manager on White 8; **Ellen Robinson, RN,** and **Diane Carroll**, **RN**, clinical nurse specialists; and **Denise Palumbo, RN**, a staff nurse on Bigelow 14. Also recognized, as Innovators in Healthcare Quality Management, were **Jeanette R. Ives, RN,** director of Nursing Support Services, and **Jonathan S. Mello, M.A.,** Administrative Coordinator of Nursing Support Services. Ives and Mello were honored for their work with quality improvement. The National Awards Program honors the work of professionals who have improved health care quality or cost management.

Mary C. Leary is the new Administrative Director of the MGH Community Health Associates. Ms. Leary has extensive public health sector experience, including eight years with the Massachusetts Department of Public Health where she directed numerous programs relating to prenatal care, pediatrics, and primary care.

David Schoenfeld, PhD, director and founder of the MGH's Biostatistics Center and an associate in medicine at the MGH, recently was named a Fellow of the American Statistical Association (ASA). The designation of Fellow by the ASA, one of the country's oldest professional organizations, signifies the recipient's outstanding professional contribution and leadership in the field of statistical science. Dr. Schoenfeld also is an associate professor in the department of biostatistics at the Harvard School of Public Health, where he is working with the largest group conducting AIDS clinical trials in the United States.

Elizabeth "Betty" Lang-Holmes, is the new Manager of Training and Development at MGH. The job of Manager, Recruitment and Staffing, in which Ms. Lang-Holmes formerly worked, is now held by **George Sweeney.** Mr. Sweeney is responsible for all non-physician hiring except for that relating to the Bulfinch Temporary Service for the MGH.

Maureen McMullen, RN, MS, DNSc, has joined the MGH as a clinical nurse specialist in Orthopaedic Nursing. She has more than 20 years' experience in education, management, and clinical practice.

Marjorie Parker, an internationally known organizational consultant and author of the book Creating Shared Vision, *shares views on "visioning" with MGH nurses. Parker, at the easel, is co-founder and senior partner of the Norwegian Center for Leadership Development in Oslo, Norway.*

Nursing Leadership Development Committee Hosts International Consultant On Visioning

About 30 nurses from the MGH recently participated in an open dialogue about visioning — a process in which individuals reflect upon the projected wishes they have for what they want to happen in any given situation.

The gathering was facilitated by Marjorie Parker, an internationally known organizational consultant and author of the book *Creating Shared Vision.* Ms. Parker, co-founder and senior partner of the Norwegian Center for Leadership Development in Oslo, Norway, has worked with organizations around the world to encourage renewal and constant improvement through visioning.

During the forum, held in the Resident Physicians' House at the MGH, nurses from all services shared their experiences, expanding on a process already in progress in the Department of Nursing.

Rosalie A. Tyrrell, RN, M.S., C.S., chair of the Nursing Leadership Development Committee (which sponsored the event) said, "The Department of Nursing has been engaged in this type of work for the past couple of years. It allows us to renew our commitment to excellence in patient care and review our goals for the future. Marjorie Parker helped us further this process by engaging in a mutual exchange concerning success, disappointments, surprises, and criteria for success encountered in this process. By sharing our intentions, we were excited to find that nurses within the department are on the same wavelength and that we *are* creating a shared vision for the Department of Nursing."

Chapel dedication in honor of Jane Bancroft Cook

The Chapel at the MGH has been formally dedicated in honor of Jane Bancroft Cook, a long-term benefactress of the hospital. At dedication ceremonies held in the Chapel, where Rev. Phillip M. King, Director of the MGH Chaplaincy Program, officiated along with the Rt. Rev. John B. Coburn, W. Nicholas Thorndike, a trustee and former chairman of The General Hospital Corporation, praised Mrs. Cook for her generosity and that of her family. Thorndike said the Cook family's donations have played a tremendously important role in helping the MGH provide quality care to patients by enabling improvement of facilities and strengthening of research programs.

Jane Bancroft Cook, a long-term benefactress of the MGH, is thanked by W. Nicholas Thorndike, (left), a trustee and former chairman of the board, and General Director Dr. J. Robert Buchanan, following the dedication of the Chapel in Cook's honor.

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MGH HOTLINE UPDATE

FLEXIBLE BENEFITS — MAKE IT WORK FOR YOU!

Great progress has been made in developing a full flexible benefits program. Kurt Westerman, Assistant Director of Human Resources, tells us, "We're gearing up for Flex enrollment this fall, and so far we're on schedule for our planned effective date of January 1, 1993. Our new medical plan, MGH Plus, will be ready at the same time."

During the upcoming weeks a lot of information about Flex will be distributed. The following are highlights.

With Flex, employees have a choice about how MGH's benefit dollars are spent on their behalf. Each fall there will be an annual open enrollment period. At that time enrollment materials will be distributed to tell employees how many benefit credits they will receive. These can be used like cash to purchase the benefits that meet their individual needs.

There are two types of Benefit Credits -- those that apply to medical benefits and those that can be used to purchase any other benefits. Medical benefit credits that employees receive will be based on the level of coverage they require. As the chart (see other side) indicates, there will be four levels of coverage.

It's Flexible --

Basic Benefit Credits can be used to purchase any of the benefit options employees choose -- or can be taken in cash.

Medical Benefit Credits can only be used to purchase a medical plan.

If employees' benefits choices exceed their credits, they will pay the additional amount through payroll deduction.

Whatever benefits are chosen, employees will design their own benefit programs. With the expanded choices, they can create programs that are right for their personal situations.

Over the next eight weeks watch for:

- *Upcoming issues of FLEX IN GENERAL*
- *More information from Dr. Buchanan*
- *MGH Plus information kit*
- *Personalized enrollment materials*
- *Announcements of Employee Meetings*

The open enrollment period will begin October 26.

(over)

FLEXPERTS WILL OFFER ENROLLMENT ASSISTANCE

During focus group meetings, concern was raised that some employees may require enrollment assistance. Tom Rothwell, Vice President, Human Resources, answers this concern. "We are going to train a group of employees who will have a basic understanding of the program and the plans and will be available to answer questions. They'll be wearing Flexpert badges, and employees should feel comfortable in approaching them."

How it Compares

	Current Options	With Flex
Medical	Master Health Plus Master Medical HCHP	Master Health Plus Master Medical HCHP **MGH Plus** **MGH Basic**
	Opt-Out	**Opt-Out (with proof of coverage elsewhere)**
Dental	NONE	**New Plans**
Vision Care	NONE	**New Plan**
Health Care Coverage Options	Employee only	Employee only **Employee and spouse** **Employee and children**
	Employee and family	Employee and family
Long Term Disability	75% of pay for 6 months 50% of pay after 6 months	**60% of pay**
	1 year waiting period	**Immediate eligibility**
Life Insurance	Basic benefit = 1 x pay 1 year waiting period	Basic benefit = 1 x pay **Immediate eligibility**
	Voluntary Life program	**Group Universal Life with optional tax deferred accumulation fund**
Reimbursement Accounts	Health Care ($3,000) Dependent Care ($5,000)	Health Care ($3,000) Dependent Care ($5,000)
Cash Instead of Benefits	NOT AVAILABLE	**Cash for credits not spent**

PLEASE RECYCLE

MGH HOTLINE

24 September 1992

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State to take Spaulding Hospital property

The most recent proposal by the Commonwealth of Massachusetts Department of Transportation to construct the Charles River crossing component of the Central Artery project requires the moving of Spaulding Rehabilitation Hospital to a new location. Under the new plans, the Commonwealth would take by eminent domain the land on which the MGH-owned institution stands.

"We have to find a replacement site for Spaulding," said Dr. J. Robert Buchanan, MGH General Director. "We need to decide a thousand questions about what the Spaulding of the future should look like. We have to determine from the state the amount of money we will receive as compensation for the land on which the Spaulding now stands and the Spaulding buildings. We must find out how much of the usual approval process will be eliminated because of the little time remaining before the hospital must be relocated."

Internal planning for the MGH's Ellison Building required five years. The coordinated effort among MGH employees resulted in a building

Turn to "Spaulding" Page 2

MGH Plus — new medical plan sparks interest

A new medical plan, which will be offered to employees as part of the 1993 Flexible Benefits program, has generated a great deal of interest. Many questions have been raised since the Benefits Office distributed its first edition of *FLEX in General*, which provides a general description of the new plan, MGH Plus.

Employees want to know why this type of plan is being offered, what it will cost, and what it means over the long term. To get the answers, we interviewed Kurt Westerman, Assistant Director, Human Resources.

"MGH Plus has been on the drawing board for some time. To be able to continue to offer the level of coverage we all want for ourselves, at a price both employees and the hospital can afford, we looked at alternatives to our current plans that might do a better job at controlling costs and utilization while maintaining quality.

The current belief among benefits experts is that using a primary care physician to provide general care, as well as arrange for specialty care and services, not only makes sense for the patient, it makes sense financially. As a healthcare provider, we also believe that the quality of medcal care is enhanced when everyone has an established relationship with a primary care physician."

When asked why employees should consider MGH Plus over any of the other choices, Mr. Westerman said, "I think that when employees sit down in the privacy of their own homes and compare the benefits, and then look at the costs, they will see that choosing MGH Plus is a sensible, financially sound choice. I would not feel that way if we had not put together such an outstanding network. When we designed

Turn to "MGH Plus" Page 2

Maureen Wimberly Groër, PhD, RN

Kickoff of MGH United Way Campaign almost here

The 1992 MGH United Way Campaign is fast approaching with plans in the works for a number of activities to highlight the positive impact the United Way is having on local communities and issues.

Scheduled for September 28 through October 2, the campaign will feature activities including a United Way "fair," an orange juice giveaway, a "Make Your Own Sundae" celebration, and a drawing for prizes for lucky pledge givers. Banners and posters will highlight the campaign throughout the hospital, and representatives will accept pledge cards from employees.

Money raised during the campaign will go to programs through which more than 1.7 million Massachusetts residents were helped in 1991. These programs fund activities such as preventing child abuse, providing home health care for the elderly, preventing drug and alcohol abuse, fighting racism and discrimination, pursuing cancer research, and feeding the hungry and the homeless.

"There will be celebrations daily during the MGH United Way Campaign to call attention to the

Turn to "Campaign Kick-Off" Page 2

MGH-IHP has new Director of Graduate Program in Nursing

Maureen Wimberly Groër, PhD, RN, has been appointed Director of the Graduate Program in Nursing in the MGH Institute of Health Professions (MGH-IHP). Dr. Groër assumed her position on September 1.

Founded in 1977, the IHP was the first graduate degree-granting institute in the United States directly affiliated with a hospital. The program headed by Dr. Groër offers a Master of Science degree and prepares nonnurse and registered nurse college graduates to become clinical nurse specialists. It is integrated with the clinical resources, research facilities, and personnel of the MGH and its affiliate organizations.

Dr. Groër was chosen following a six-month search by a committee chaired by IHP Professor Michael Smith. IHP President Patrick E. McCarthy, M.C.P., said of Dr. Groër,

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MGH HOTLINE

United Way

Something to feel good about.

— Spaulding

from Page 1

that has earned high praise from patients, architects, contractors, and the MGH employees who serve the patients. The governmental approval process alone took three years.

"Without major governmental support, there is no way an even minimally acceptable new building could be erected in time," Dr. Buchanan said. "And we can't settle for anything mediocre."

The City of Boston wants to keep Spaulding and its 1,200 employees from moving beyond the city limits.

"Spaulding has to keep its options open," said Dr. Manuel Lipson, CEO of Spaulding. "We need to seek the best outcome from a difficult situation and a severely compressed time frame."

The rehabilitation institution was founded in 1970 by the late Josiah A. Spaulding as Massachusetts Rehabilitation Hospital. Considered one of the leading rehabilitation hospitals in the country, the 284-bed hospital was acquired by the MGH in 1983. Spaulding serves a number of acute care hospitals in the Boston area. It was merely two years ago that the hospital built a 40,000 square foot addition on five levels.

MGH officials are presently discussing with City and State officials the process by which the value of Spaulding will be determined, the Commonwealth will acquire the property, a new site will be selected, and the new hospital constructed.

While this latest plan by the Commonwealth creates a host of new problems for Spaulding and the MGH, it may prove to be a better result. If Spaulding remained in its present location it would be completely surrounded by construction — for more than five years — of not only the Central Artery river crossing tunnels and ramps but also an expansion of the MBTA tracks.

— MGH Plus

from Page 1

MGH Plus, we strengthened our network of providers by putting MGH at the hub. The end result is a plan that gives employees a wide selection of physicians whether they choose to get their medical care in their home communities or here at MGH."

With MGH Plus, employees must choose a primary care physician (PCP) when they enroll. It would be possible to choose an MGH internist as a PCP for one family member, an ob/gyn PCP who is convenient to home or work for another family member, and a community-based pediatrician as PCP for other family members. Some families may have four or five PCPs.

A well-thought-out feature of MGH Plus is that is that employees or dependents who choose a community-based Primary Care Physician will be able to get a referral to an MGH network specialist when specialty care is needed. For those employees who are still concerned about their freedom to choose any provider, the Plan allows this by going out-of-network. However, more of the cost will be paid by the employee.

Over the long-term, the hospital administration expects that MGH Plus will prove to be the plan that provides high-quality coverage at an affordable price.

MGH Plus was designed as the foundation for the entire FLEX program. Employees should keep in mind what they are currently paying for benefit coverage, in total, and evaluate the new net costs for the entire program, rather than item by item. Employees who choose to make the move to MGH Plus will be pleasantly surprised to find that they will be able to have dental coverage *and* medical coverage for about the same cost they would have paid for medical coverage alone in 1993.

MGH Plus — Consider It!

— Campaign Kickoff

from Page 1

importance of this effort," said Tom Wonders, chairman of the MGH United Way Campaign Steering Committee. "This year, because so many people in the state are in such tough shape, more MGH employees than ever are tuned in to soliciting contributions as well as pledging support themselves."

During the drawing, scheduled for October 22, all pledge givers will have a chance to win a number of prizes. These include two round-trip airline tickets to anywhere in continental United States, dinners for two at local restaurants, hotel accommodations for a weekend for two at the Somerville Holiday Inn and the Holiday Inn on Cambridge Street, tickets to many sporting events, and much more.

Wonders acknowledged that the national United Way of America has experienced some major difficulties in 1992. However, he stressed that the United Way of Massachusetts Bay, with which MGH is associated, is separate from the national organization.

Last year, the United Way campaign raised $211,335, making MGH eligible to receive $41,758 back under a United Way program entitled "Partners in Caring, Partners in Sharing." These funds will be directed to the MGH Social Service Department for necessary medical equipment, transportation and meals, bilingual interpreters, and other special needs.

This year, MGH must raise $223,588 to be eligible again for funds from the Partners program.

"We were very pleased by the results of 1991, and we hope to exceed in 1992 what we did last year," Wonders said. "Last year we made more than 13,000 contacts distributing literature about the United Way and had more than 140 employees volunteer to promote the United Way during the week of the campaign. There was a really strong sense of community and a sense of a job being well done, a feeling we hope to capture again this year."

The program line-up for this year's MGH United Way Campaign is as follows:

On Monday, September 28, the United Way volunteers will distribute United Way and MGH key chains to remind employees that the effort is a joint venture by the two organizations. This activity will occur at the main MGH campus and all satellite facilities.

On Tuesday, September 29, volunteers working in public areas of the White and Jackson buildings and at satellite locations will give away orange juice to brighten employees' mornings.

On Wednesday, September 30, volunteers dressed as clowns will distribute personal invitations to Thursday's United Way fair, also a joint venture between MGH and the United Way. The fair will feature mimes, a juggler, refreshments and music, as well as booths with representatives from various organizations that receive United Way funds. The fair will run from 11:30 a.m. to 4:30 p.m. on the Bulfinch patio.

During the final event of the campaign, on Friday, October 2, all MGH employees are invited to participate in the "Make Your Own" ice cream sundae event. This will be held in the general cafeteria on the MGH main campus as well as at cafeterias in all satellite facilities. "This is a kind of thank you to everyone in the hospital for all the support they give to the United Way," Wonders said.

For more information about the MGH United Way Campaign, please call Tom Wonders at extension 6-5658, Susan Barraclough at extension 6-2527, or Bob Hanscom at extension 4-1766.

— New Director of IHP Graduate Program in Nursing

From Page 1

"She has magnificent qualifications, and she's full of energy. It's a superb selection."

In the coming year, Dr. Groër plans to strengthen the scholarship and research component of the faculty and the IHP's Graduate Nursing program. Additionally, she expects to work closely with the Institute as it opens the search for a noted nurse researcher to fill the Amelia Peabody Chair in Nursing Research. This chair was endowed in 1989 with a gift from the Amelia Peabody Charitable Trust. The trust is funded with proceeds from the estate of Amelia Peabody, a Back Bay resident who had a 40-year connection with MGH as a benefactor and volunteer.

Dr. Groër also intends to continue her own research and scholarly work in the field of psychoneuroimmunology, involving students as well as any interested faculty.

Dr. Groër brings a wealth of experience as a teacher, administrator, and researcher to her new job. She comes from the College of Nursing at the University of Tennessee in Knoxville where she was a professor and the director of the doctoral program. She has a doctorate in human physiology from the University of Illinois at the Medical Center of Chicago and a Master of Science degree in nursing from the University of Tennessee in Knoxville.

A former Boston-area native who graduated from Children's Hospital School of Nursing and received a Master in Arts in biology from Boston University, Dr. Groër said: "I'm excited to be back in this city. I think nursing here is at a critical point, and nursing and nursing science development are really going to take off. We've developed the critical mass of nurse scientists and doctorally prepared nurses to undertake research programs and scholarly work that will really advance nursing. We have wonderful libraries and labs available to us as well as a terrific faculty. There's a lot of promise for the future, and I'm looking forward to playing a part in future developments."

MGH receives $3 million for cancer research

The MGH has received a $3 million, 5-year grant from the Lucille P. Markey Charitable Trust to support research in molecular oncology at the MGH Cancer Center, the largest cancer center for patient care in New England.

A multidisciplinary staff of 80 physicians and scientists are employed at the MGH Cancer Center, where the major focus is on molecular oncology, particularly studies of tumor suppressor genes.

Most of the Markey grant will be used to support physician-scientists whose laboratory work holds great promise for improved treatment of cancer patients, said Kurt J. Isselbacher, MD, Director of the MGH Cancer Center. However, some of the funds also will go toward the investigation of unexpected and novel discoveries.

The Markey Trust was established by the will of the late Lucille P. Markey, owner of Calumet Farm, to support and encourage basic medical research. The five-year commitment of funds from the trust is unusual for a foundation grant and will enable investigators to focus on research. "We need that five-year period to give people a feeling of security that they have enough time to generate results and be productive," Dr. Isselbacher said.

One physician-scientist to be funded through the Markey grant is Emmett V. Schmidt, MD, PhD, who is conducting research on glioblastomas, a common and deadly type of brain tumor. He is also investigating the role of growth factors in the development of abnormal tissue. Iswar K. Hariharan, MD, PhD, who is using the fruit fly to study a phenomenon known as signal transduction, a process by which information is transmitted from the surface of the cell to the nucleus, will also benefit from the Markey funding.

The grant from the Markey Trust will fill a funding gap for physician-scientists who hold both MD and PhD degrees. For MDs without a PhD, funding from the National Institutes of Health (NIH) is available. But a researcher with the MD-PhD combination cannot receive the NIH Physician-Scientist or the Clinical Investigator Awards.

Associate General Director Stephen H. Kauffman is recognized as "A Man of Vision" by the faculty and staff of the James P. Timilty Middle School "for the commitment and dedication in support of quality eduction for the children of the City of Boston." The presentation was made at the annual MGH/Timilty Partnership Reception in June. Pictured are (from left) Tom Marcussen, MGH School Partnership Coordinator; Joseph A. Bage, West Zone School Superintendent; Dr. Lois Harrison-Jones, Superintendent of Schools; Mr. Kauffman; and Roger F. Harris, Principal of the Timilty Middle School.

The MGH/Timilty Partnership is looking for new volunteers for this year's Science Fair and Career Exploration mentoring programs. If you are interested in participating or want additional information about partnership activities, please call Tom Marcusson at extension 6-5055.

Safe and painless treatment for unsightly blemishes pioneered by MGH researchers

Millions of Americans have unsightly and often embarrassing blemishes known as benign pigmented lesions. These big brown spots can be very distracting in a professional and a social setting.

Until recently, the only way to remove such lesions, better known to the layman as large freckles, liver spots, and birthmarks, was to undergo painful treatments that invariably left scars. Now these blemishes can be safely removed with a minimum of pain, thanks to a laser treatment pioneered at MGH.

Using a Q-switched ruby laser, MGH doctors in the Dermatology Laser Center have removed benign pigmented lesions successfully in over 100 patients. A minority of patients had lesions that resisted treatment.

The Q-switched ruby laser, which emits a brief burst of intense light absorbed only by brown and black pigmented cells in the lesion, rarely leaves a scar. Also, it is considered relatively painless by most adults, who say the light flashes feel like an elastic band being snapped against their skin.

The doctors in the Dermatology Laser Center using the Q-switched ruby laser work closely with basic researchers in the Wellman Laboratories of Photomedicine at the MGH, headed by Dr. John A. Parrish, Chief of Dermatology at the MGH and Professor and Chairman of the Department of Dermatology at the Harvard Medical School. R. Rox Anderson, MD, Director of the Biomedical Applications Laboratory at the Wellman Laboratories, played a key role in developing the Q-switched ruby laser.

Article published on graduate education in nursing for non-nurse college graduates

An article by Judith A. Lewis, PhD, RNC, about "Graduate Education in Nursing for Non-Nurse College Graduates" will appear in the fall issue of ACCESS, a publication that goes to nurses throughout the greater Boston area and to universities nationwide.

Lewis, an associate professor of the Graduate Program in Nursing at the MGH-IHP, served as interim director of the program prior to the appointment of Maureen Wimberly Groër, PhD, RN.

In the article, which goes into an issue focusing on graduate education, Lewis stresses the continued need to explore creative ways to meet the growing demand for nurses in the twenty-first century, when demand is expected to far exceed supply. She refers to several innovative programs, including the one at the IHP, designed specifically for non-nurse college graduates, and outlines how these programs take advantage of participants' valuable life experience to graduate nurses who are ready to assume leadership roles.

Lewis concludes there is substantial evidence that nurses prepared in entry-level graduate programs are ready to successfully compete in the workforce with their colleagues who have achieved graduate nursing education through a more traditional model. She suggests that entry-level graduate education will continue to be an important component of nursing education.

In General

Andrew L. Warshaw, MD, Chief of General Surgery and Associate Chief of the Surgical Services at MGH, is the new Chairman of the American Board of Surgery. Dr. Warshaw is the Harold and Ellen Danser Professor of Surgery at Harvard Medical School.

David B. Herzog, MD, Director of the MGH Eating Disorders Unit, has received the Blanche F. Ittleson Award for published research contributing to child mental health. The award was presented at this year's American Psychiatry Association Convocation.

The MGH Department of Materials Management has recruited two new members as part of its leadership management team. **Patrick Jordan**, the new Manager of Linen and Equipment Services, comes from the U.S. Army, where he most recently held the rank of Captain in the 82nd Airborne Division in Fort Bragg, N.C. He was involved in both the Panama Invasion and Desert Storm and is a Bronze Star recipient. Working with Jordan will be **David Walsh**, the new Assistant Manager for Equipment, Scrub/Uniform/Lab Coat, and Linen Quality Assurance Services. Walsh is a former area manager from the hospital's Department of Environmental Services.

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What's Happening

The 1992 MGH Cultural Diversity Committee would like to thank all those who made the annual event a success this year. From left to right: Row 1; Cynthia Morgan, Filomina Pirro, Kathryn Long (Chairperson); Row 2; Beverly Lasovick, Jan Swanson, Joanne Horgan; Row 3; Laurie Buehler, Marcia Kennedy, Pamela Burton; Row 4; Denella James, Brian Lynch, Josie Bartie and Mary Chambers. Not present are Pamela Cosgrove, Karen Eschenbach and Kiki Jenus. If anyone is interested in serving on next year's committee, please call Kathryn Long in the Employee Relations Office at extension 6-5139.

Eating for the Health of It

The MGH Department of Dietetics is beginning a new session on "Eating for the Health of It," a program that encourages good nutrition through lectures, cooking, and product demonstrations. Nutrition education and recipe manuals are included in the program, which will begin on Wednesday, October 28, from 5:45 p.m. to 7:45 p.m., and will run for six consecutive Wednesdays. The fee is $150 per person for the program, which will be held in the Department of Dietetics, and MGH employees will receive a $10 discount. Call 726-2779 to sign up. Space is limited.

Winning at the Losing Game

The MGH Nutrition Service Department is starting a weight management program that focuses on nutrition, eating and lifestyle habits, and exercise. The program, entitled "Winning at the Losing Game," will begin on Tuesday, September 29, from 5:30 p.m. to 8:00 p.m., in the Department of Dietetics and will continue on consecutive Tuesdays for the next 12 weeks. The cost is $225, and MGH employees will receive a $10 discount. For more information, call 726-2779.

The Corporate Challenge

A coed team of MGH employees recently participated in the Chemical Corporate Challenge, joining more than 11,000 other runners from area corporations. The MGH team placed 70th out of 195 in the race. Running were Robert Goulet, Terry Nicola, Scott Phillips, Stan Wasserman, Viki Makowiecki, Suzanne Snowden, Mary Toomey, Nancy Ward, Sheila Callahan, Dawn McLaughlin, Jennifer West, Lara Summers, Robert Bienkowski, Timothy Faggerson, Michael Lev, Chris Perry, Mandy Bulette, Janine Difranza, Pam Jackson, Roseann Kerr, Diana Logan, Denise Montalto, Jennifer Rautine, and Nancy Schappler. For more information about next year's race, interested employees should call Scott B. Phillips at 724-1502.

Spaulding Walkathon

The Spaulding Rehabilitation Hospital will hold its seventh annual walkathon and raffle on Saturday, September 26, at 10:00 a.m. Pediatric patients will join with the medical staff and friends of the Spaulding at the hospital and then tour the Esplanade. One of the many prizes donated for the raffle is the chance to win a walk-on role on a future episode of NBC's Emmy-award winning program *Cheers*. Funds raised will benefit the Pediatric Unit at the Spaulding. For information on sponsoring a patient, joining the walk, or purchasing raffle tickets, call Amy Shea at 720-6896.

Phantom of the Opera Benefit

Last chance to spend an evening with the Spaulding Rehabilitation Hospital at the PHANTOM OF THE OPERA, Friday, October 23, 1992. Excellent seating available. Tickets are $125 and include a post performance reception and a $35 tax-deductible contribution. Please call Maura Lynch in the Development Office at 720-6646 for reservations.

Ether Day Ceremony and Dinner

Ether Day is scheduled for October 16 to honor long-time MGH employees. During the Ether Day Pin Ceremony, beginning at 3:00 p.m. at the ACC Cafeteria, General Director Dr. J. Robert Buchanan will present service recognition pins to hospital employees with more than 20 years of service, while employees with five to 15 years of service will receive pins from their department supervisors. The Ether Day Dinner for employees with 20 years or more of service is scheduled for Thursday, October 29, in the Walcott Rooms and ACC Cafeteria Lobby area beginning at 6 p.m. For more information call Connie Leite at extension 6-2214.

Trip to AIDS Quilt and Memorial Service in Washington, D.C.

The MGH Chaplain's Department will sponsor a trip to Washington, D.C., October 9 - 12, for all interested MGH employees. The trip will feature a visit to the AIDS Memorial Quilt and participation in a special memorial service. It also will include visits to the West End Dinner Theater and the Arlington National Cemetery and a tour of "Washington By Night." Employees interested should call the Catholic Chaplains' office at extension 6-2222.

Cancer Support Groups Underway

Two new cancer support groups are underway at MGH. One, entitled "Person-To-Person: Living with Cancer," is for patients with cancer as well as families and friends. The purpose of this group, headed by Evelyn Malkin, LICSW, is mutual support, improving communications, dealing with feelings, sharing coping mechanisms and resources, and getting on with living. The group will meet every Thursday. The group "Young Adults: Living with Cancer," led by Pamela Narrett and Katie Binda, will take place every Wednesday from 4:30 pm to 6 pm. The purpose of the group is to address the needs of young adults who are living with cancer. The group also includes spouses and partners and is open to those who are not being treated at MGH. For more information about either group, call extension 6-2613.

Human Health and the Environment

A comprehensive course on the human health consequences of damage to the environment is planned for October 10 - 11 at the Massachusetts Institute of Technology. The course will focus on regional environmental issues and health and on the medical implications of global environmental changes — including ozone depletion, global warming, population growth, species extinction, and war. It is open to health professionals, environmental scientists, activists, and the general public. The fee for the course, co-sponsored by several organizations including MGH, is $200, with a reduced fee of $50 for students with identification. For more information, please call the Harvard School of Public Health at 432-1171 or the Greater Boston PSR at 876-4277.

Babies and You

The Employee Health Service is offering a series of seminars entitled "Babies and You," beginning Wednesday, September 30, and running through October 28 from 1 p.m. to 2 p.m. in the Health Education Classroom in Burnham 401. This series, created by the March of Dimes, is for men and women thinking about starting a family or expecting a child. The seminars will focus on preparing for pregnancy and prenatal care, nutrition, exercise, and stress during pregnancy, and a discussion of birth and the first months of life. For more information, call extension 6-2217.

Work/Family Programs

The Employee Assistance Program is planning several seminars to address work and family issues facing today's employees. One, entitled "Ease at Work/Safety at Home," is scheduled for Saturday, September 26, and is for employees and their children, ages 9 through 12. This program will deal with issues connected with leaving children alone after school. A three-session series on "Achieving Balance" begins Tuesday, October 13, from 12 p.m. to 1 p.m. This series will focus on stress reactions and strategies to ease the strains of multiple roles. A 90-minute program was presented Wednesday, September 23, on "Balancing Work and Care-Giving to Elderly Relatives." This program, designed to help individuals concerned with the care of ill or aging parents or other family members, included a discussion about resources and support systems available at MGH.For more information or to register for the programs, please call extension 6-6976.

In General

From Page 3

Martha Marean, Lt. U.S.N.R.N.C., RNC, M.S., a clinical nurse specialist in gynecology at MGH, has received the Colposcopy Recognition Award from the American Society for Colposcopy and Cervical Pathology (ASCCP) for her exemplary pursuit of education in colposcopy.

Felix Chew, MD, Assistant Professor of Radiology at MGH, has been awarded a scholarship for research from the American Roentgen Ray Society (A.R.R.S.). The A.R.R.S. scholarships are awarded annually to two scholars who each will be funded at a level up to $60,000. The scholarships are designed to assist institutions in providing opportunities in research and professional development to individuals who show great potential for future contributions in the field of radiology.

Deborah K. Mayer, RN, M.S.N., O.C.N., has been honored by Glaxo Inc. for her role in the 1991 award-winning video on new drug treatments for cancer patients undergoing chemotherapy. Ms. Mayer served as an expert consultant for the video "New Horizons: Management of Chemotherapy-Induced Emesis."

Harland S. Winter, MD, of MGH served as the chair of the steering committee that organized a recent pediatric inflammatory bowel disease symposium. The symposium was held in Boston for health care professionals and patients and their families.

PLEASE RECYCLE

MGH HOTLINE

15 October 1992

A publication of the
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of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

The construction work at Building Two is proceeding ahead of schedule, reports Project Director Charles Hall. The steel frame of the structure, which was scheduled to be topped off by mid-December, has been erected much more quickly than previously projected. The steel should be topped off within the next 2 to 3 weeks, and all the concrete will probably be poured before the winter season, Hall said. This photograph was taken from the 16th floor of the Ellison Building.

MGH continues its 1992 United Way campaign

The 1992 MGH United Way campaign is in full swing after a successful and well-attended United Way Awareness Week from Sept. 28 to Oct. 2.

A series of festive events, including a "make-your-own" ice cream sundae line, an orange juice giveaway, and a small fair under the Bulfinch Tent, highlighted the efforts of the MGH United Way Steering Committee to gather support for the United Way of Massachusetts Bay.

Each year MGH employees have given increasingly more to the United Way, which serves nearly 1.7 million people through more than 200 local health and human services agencies in eastern Massachusetts. In 1991, a total of $211,335 was raised, while $184,447 was raised the previous year.

Tom Wonders, chairperson of the 1992 steering committee, said that he anticipates an even larger number of pledges and donations from MGH employees this year, based on the turnout for the Awareness Week events and the interest that has been expressed so far.

"Although Awareness Week is over, pledge cards will be accepted until the end of December," Mr. Wonders said. Donors whose pledge cards are received before Oct. 22 will be eligible for a prize drawing which will be held on that date. Prizes include certificates for weekend accommodations for two at the Holiday Inns in Government Center and Somerville, Red Sox and Celtics tickets, a day off with pay, and a host of other awards. The grand prize is a pair of round-trip airline tickets to California.

The Awareness Week began with a visit and brief presentation by Marian Heard, Executive Director of the United

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Edward Coakley, RN and Barbara Forziati cut the rug under the Bulfinch Tent at the United Way Fair.

MGH, Salem Hospital announce medical affiliation agreement

An affiliation agreement has been reached by the MGH and Salem Hospital, giving both hospitals the opportunity to expand the relationships between their medical staffs and improve the quality of health care available to residents of the North Shore.

MGH General Director J. Robert Buchanan, MD, and Michael J. Geaney, president of Salem Hospital, announced the agreement at a joint news conference in Salem last month.

"After decades of very positive medical staff and administrative exchanges, the two hospitals now begin a formal process to identify areas for increased cooperation," said Mr. Geaney. "Through such collaboration, we believe that the residents of the North Shore will benefit from the finest medical care available anywhere."

Dr. Buchanan said that the affiliation codifies the long relationship shared by the two hospitals, which dates back at least 50 years.

MGH and Salem Hospital already provide the most significant level of hospital/heath care service to the North Shore, both in terms of the number of residents served and the scope and intensity of services provided: Salem Hospital as a regional heath care system, and MGH as a tertiary/referral source.

A task force, which will include administrators and doctors from both hospitals, will develop specific collaborative programs and guide the expanding association between the two hospitals and medical staffs.

New mother's corner opens on Burnham's fourth floor

Kathy Nadire, a lab technician in the Pathology Department, knows that nursing her new daughter will provide many health benefits. Mother's milk has many nutrients that are not available in formula. In terms of its overall nutritional and immunological value, it is said to be the "perfect food" for infants.

But for many women like Ms. Nadire, who is a partner in a two-career marriage, the time and effort required to provide mother's milk for infants can become a real problem when the mothers return to work. Many women who return to work shortly after giving birth rely on the use of a breast pump to extract milk for their children.

The breast pumps on the market range from simple manual mechanisms, which require as much as an hour to use, to advanced, expensive electric pumps, which can extract the milk in as little as 10 minutes. But even the most high-tech model requires a time commitment and a special effort on the part of the working mother.

On Sept. 1, a new "mother's corner" was opened on the fourth floor of the Vincent Burnham Building, giving new mothers who have returned to work at MGH a private location to use a new, state-of-the-art electric breast pump. The mother's corner is a secure area that includes a cushioned chair, a sink, the breast pump, and reading and reference materials. The Employee Relations Department received several requests from

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Seated beside the electric breast pump in the Burnham Mother's Corner are, from left to right, Lali Haines, MD, and her son, Christopher (born July 5, 1992); and Kathy Nadire, with her daughter, Nora (born July 11, 1992).

Inside

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Minority Nurse Task Force members attend conference

"Proudly Pursuing Excellence in Cultural Diversity"

In a proud display of their commitment to increasing the cultural diversity of the MGH nursing staff, five members of the Minority Nurse Task Force represented the hospital at the 20th National Institute and Conference of the National Black Nurses Association (NBNA) and the Fourth Quadrennial Black Congress on Health, Law, and Economics in St. Louis, Mo. last summer.

MGH nurses Patricia Beckles, RN (NICU), Aletha Niles, RN (Radiology), Debbie Washington, RN (Phillips House 22), Mary Williams, RN (Bigelow 13), and Ronald Greene, RN (Bulfinch Medical Group), attended the conference from July 29 to August 2, 1992. Their trip was sponsored by the departments of Nursing, Radiology, and Human Resources, and the Bulfinch Medical Group.

"We are very encouraged by the effort that the MGH is putting into establishing cultural diversity in our workplace," Ms. Niles said.

The conference provided the nurses with an opportunity to promote the hospital's commitment to diversity, while networking with their peers from across the nation. Louis Sullivan, MD, the US Secretary of Health and Human Services, was the keynote speaker. Also among the attendees was E. Lorraine Baugh, RN, an MGH trustee and past president of NBNA, as well as the founder of the nursing association's local chapter, the New England Regional Black Nurses Association (NERBNA). Ms. Baugh also chairs the Board of Trustees of the MGH Institute of Health Professions.

"Our trip went unbelievably well,' said Mr. Greene. "We attracted strong interest from the other professionals at this conference, and we made a very positive statement about the MGH."

The MGH delegation was sent to the conference to promote interest in employment opportunities at MGH. During the convention's exhibition segment, the MGH task force members staffed a booth and provided attendees with extensive information and literature about the MGH. Among their materials were buttons with their credo, "Visibility Gives Credibility," which were very popular with attendees. A sign above their booth proclaimed that the MGH is "Proudly Pursuing Excellence in Cultural Diversity."

The Minority Nurse Task Force, which is co-chaired by Ms. Niles and Mr. Greene, works to promote the recruitment, retention, and professional advancement of minorities at the MGH, as well as to increase public awareness of the important role of minorities in professional settings.

Attending a reception during the Fourth Quadrennial Black Congress in St. Louis, Mo., from left to right: E. Lorraine Baugh, RN, of the MGH Board of Trustees; Ronald Greene, RN; Deborah Washington, RN; Mary Williams, RN; and Aletha Niles, RN.

From left to right: Aletha Niles, RN; US Secretary of Health and Human Services Louis Sullivan, MD; and Patricia Beckles, RN.

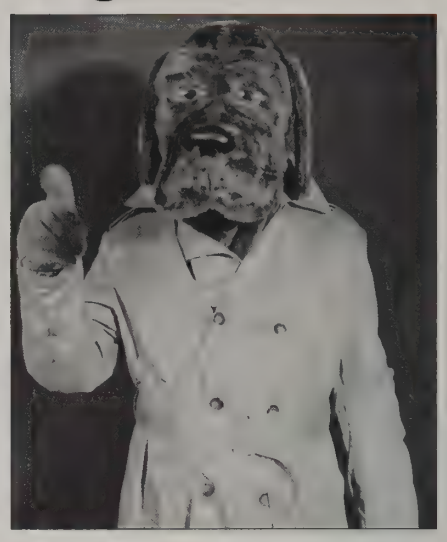
What's Happening

Wellness Fair

The Employee Health Service will sponsor a Wellness Fair from 10 a.m. to 3 p.m. on Oct. 29 for all employees. The focus of the day will be to move into a "winter of wellness" for MGH employees and their family members. Exhibits in the Wellman Conference Room will include a free flu vaccine (to help you keep your Earned Time for fun); nutrition to keep you trim; party planning without alcohol for the holidays; exercise tips; and general health information on other topics. For more information, contact Linda Lass-Schuhmacher of the Employee Health Service at 6-6125.

Flu vaccines

The Employee Health Service offers flu vaccines to MGH employees throughout October and November on Bulfinch 1, from 7:30 a.m. to 4:30 p.m. Monday through Friday. No appointment is needed, but remember to wear your I.D. badge. Non-employees, visitors, and family members can get the flu vaccine at a reasonable cost from 8:30 a.m. to 8 p.m. on weekdays, and from 9:30 a.m. to 4 p.m. Saturdays and Sundays.



Be a Crime Biter

The Department of Police and Security has developed a new awards program to recognize MGH employees for their awareness and assistance in helping to identify crime or abuse in our workplace. The new "Be a Crime Biter" program, a spinoff of the department's overall crime prevention program, will include awards presentations by Bonnie Michelman, the Director of Police and Security, and McGruff, television's "Crime Dog." Recipients will be identified on a plaque,

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Training and Development releases new catalogue of courses, resources

Do you need to improve your computer skills? Have you wanted to take a CPR course or a self-help offering like meditation or stress management but had trouble tracking down the source of such programs?

Continuing education and professional development opportunities have never been as abundant as they are now at the MGH. And to help you track down that ideal course or workshop, the Training and Development Department has compiled a new catalogue of courses, special events, and professional development offerings available to MGH employees.

The catalogue, *Training Opportunities & Resources*, is a comprehensive directory of professional and personal development resources. Among the many topics covered in the catalogue are communications, career development, professional enhancement, management development, benefits information, safety, and wellness. Computer courses are available in word processing, networking, database, and desktop publishing, covering both IBM and Macintosh systems.

The catalogue, which includes course descriptions and registration information, took about eight weeks to produce and was distributed to MGH employees last month. Elizabeth Lang-Holmes, Manager of Training and Development, said that the compilation of information and production of the catalogue were a collaborative effort between the entire Training and Development Department and the MGH departments represented in the catalogue.

"It turned out to be a great communications vehicle for us in terms of learning about all the offerings here at MGH," Ms. Lang-Holmes said. The Training and Development Department has already begun collecting material for the next edition of the catalogue, which is tentatively scheduled for April 1993.

If you have any information on courses or events that will be held next year, contact the Training and Development Department at 6-2230.

MGH HOTLINE

In General

J. Larry Jameson, MD, PhD, the chief of the MGH Thyroid Unit, has received the 1992 Ernst Oppenheimer Award of the Endocrine Society, a national organization representing practitioners of endocrinology. The award was presented in recognition of his research on the regulation of glycoprotein gene expression.

The lead article in the July 1992 issue of *QRB: Quality Review Bulletin, the Journal of Quality Improvement,* was an article on a pilot quality improvement program for patient transport conducted at the MGH. The article was written by **Nancy Sullivan, MBA, and Kari U. Frentzel, MEng**. Ms. Sullivan is the Director of Utilization Management/Quality Assessment. Until recently, Ms. Frentzel was the Director of Quality Improvement in Materials Management.

Pharmacy technician **Pravin Pratel** was recently honored by the Massachusetts Society of Hospital Pharmacists with the association's annual Technical Excellence Award. Mr. Pravin has been employed at the MGH for eight years as a part-time technician and also works full time in the Pharmacy Department at University Hospital.

Dr. Karen L. Krueger, director of an MGH animal facility, was recently certified as a Diplomate of the American College of Laboratory Animal Medicine. This certification is achieved through demonstrated competency in laboratory animal medicine, successful completion

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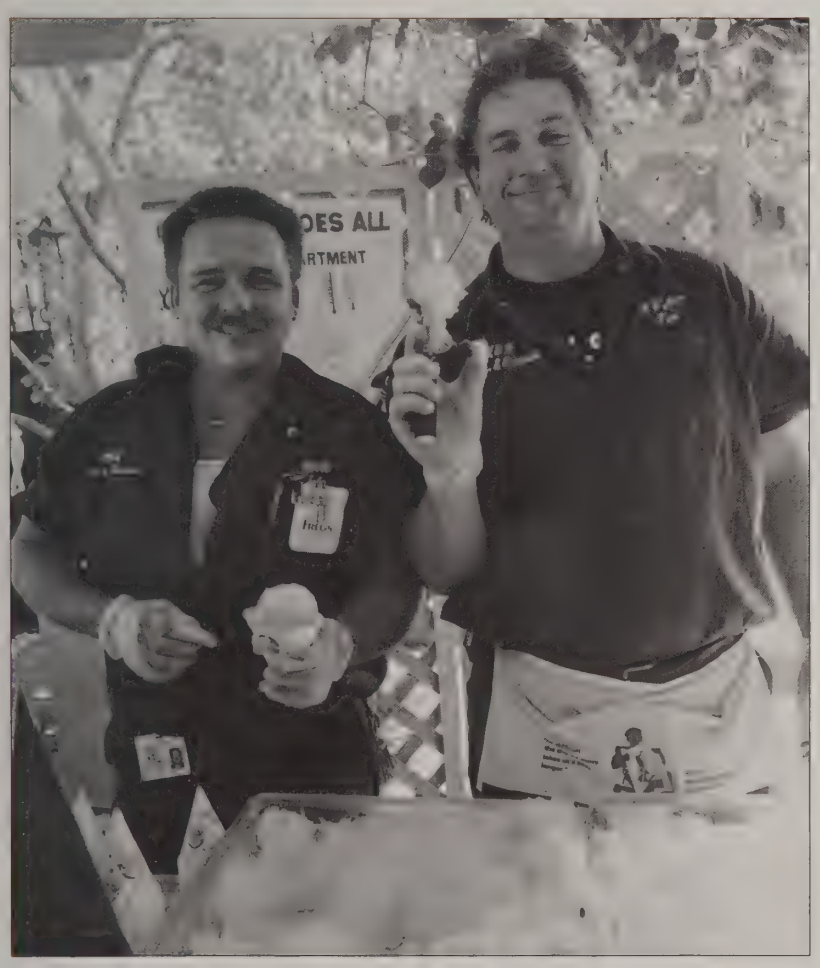

John Collins and Paul McMahon of the HVAC Department appear to be enjoying themselves as they serve snow cones at the second annual Buildings & Grounds Appreciation Day. More than 6,000 employees attended the event last month under the Bulfinch Tent to recognize the Buildings & Grounds Department's staff and learn about how they serve us.
The fair included informational booths from many shops, such as Carpentry, Electric, General Construction, Grounds, Plumbing, HVAC, Sheet Metal, Preventative Maintenance, and Satellite Operations. The displays used medical analogies to compare and contrast the building and maintenance trades with various medical specialties.
The festivities, held from 10 a.m. to 3 p.m. on Sept. 17, included fresh-popped popcorn and snow cones made by staff members from the HVAC shop. Prizes were awarded to each shop for their informational displays. The day's final event was a drawing for two mountain bicycles donated by Industrial Protection Products. The winners were Bill Dignan of the Electric Shop and Bernadette Vijayakanthan of Pathology.
Other activities included a special breakfast for all Buildings & Grounds employees, their guests, and recent retirees; a group picture on the Bulfinch Lawn at 9 a.m.; and a display of the department's history in pictures.

MGH physicians listed in book about best doctors

Ninety-one MGH physicians have been included in a recently released book that lists the leading doctors in the United States.

The book, which is titled *The Best Doctors in America*, is based on the results of an intensive, year-long survey conducted by Pulitzer Prize-winning authors Steven Naifeh and Gregory W. Smith and a team of pollsters. During the survey, the researchers wrote more than 7,000 letters and made more than 11,000 phone calls to physicians nationwide. The doctors contacted were asked to rate the ability of their peers and answer the following question: "If a friend or loved one came to you with a medical problem in your field of expertise, and for some reason you couldn't handle the case, to whom would you send the person?"

This book is not exhaustive and omits a number of highly qualified and nationally-rated doctors.

The MGH doctors named in the book are: Steven L. Ablon, Cary W. Akins, Alex F. Althausen, Lloyd Axelrod, Howard P. Baden, Joseph S. Barr, Jr., Joseph Biederman, Charles A. Boucher, David C. Brewster, Robert H. Brown, Mortimer J. Buckley, Noah C. Choi, Cecil H. Coggins, John D. Crawford, Gregory Crosby, Robert M. Crowell, William F. Crowley, Jr., Gilbert H. Daniels, Roman W. DeSanctis, Patricia Donahoe, Stephen P. Dretler, C. Miller Fisher, Valentin Fuster, Randall David Gaz, Richard H. Gelberman, John E. Godine, Hermes C. Grillo, John H. Growdon, Nancy Harris, William H. Harris, J. Warren Harthorne, Stephen L. Hauser (now at the University of California, San Francisco), E. Tessa Hedley-Whyte, David B. Herzog, Martin S. Hirsch, Fred H. Hochberg, Adolph M. Hutter, Julie R. Ingelfinger, Michael Jellinek, Jesse B. Jupiter, Anne Klibanski, Stephen M. Krane, Allen Lapey, Robert D. Leffert, Lynne Lipton Levitsky, Henry J. Mankin, Douglas J. Mathisen, James W. May,

continued on page 4

Burnham mother's corner

Continued from page 1

employees, and developed a formal proposal for the mother's corner.

The physical space for the corner was provided by the Human Resources Department, and the service is jointly coordinated by the Employee Assistance Program and the Employee Health Service. About 18 MGH employees, including both professional and non-professional staff members, are currently using the new facilities. The women who have taken advantage of this service unanimously agree that it's invaluable.

"It made it a lot easier for me to return to work quickly," Ms. Nadire said. "I was panicking about coming back, because my daughter was eight weeks old, and I really didn't want to give her formula. My timing was excellent because I returned to work on the very day that the mother's room opened."

Ms. Nadire said that the electric pump provided by Human Resources for the mother's corner would be too expensive for most people, and the alternatives "simply do not provide the volume of milk."

The pump was donated to the Hospital by its manufacturer, Medela, Inc., after negotiations with the Employee Relations Department. Linda Lass-Schuhmacher of the Employee Health Service, who coordinates the mother's corner with Nancy Robb of the Employee Assistance Program, said that the pump is the same model utilized by the MGH Children's Service. Grace Clancy, RN, a pediatric clinical nurse practitioner and lactation consultant, has also worked on the development of this special program.

"In the past, women have had to give up nursing in order to return to work," said Ms. Robb. "The nursing area really does ease the transition back into the workplace for new mothers who must return to work within a few weeks of their baby's birth." In addition, it is a progressive benefit for employees that many companies do not yet provide, she said.

The mother's corner is available 24 hours a day, seven days a week, for MGH employees. Prior arrangements must be made with Ms. Schuhmacher (ext. 6-1625) or Ms. Robb (ext. 6-6976), who provide an initial orientation to the facilities.

The corner demonstrates the MGH commitment to supporting employees in their efforts to balance work and family demands, Ms. Schuhmacher said. During the months of September and October, the Employee Assistance Program also conducted a "Work/Family Seminar Series" for MGH employees, including programs on caring for babies, young children, and older relatives. These work/family programs will be conducted on an ongoing basis by the Employee Assistance Program.

MGH celebrates our cultural diversity

In these photos from the Cultural Diversity Festival, performers from two dance companies express the native dances of Spain and Africa. At right, El Arte Flamenco, and below, the Art of Black Dance Movement.

The third annual MGH Cultural Diversity Festival was held from Sept. 14-16 under the Bulfinch Tent. At the festival, a wide variety of entertainment and information was provided, including a movie series in the General Cafeteria. Several musicians, bands, and dancers, and many informative displays from all over the world appeared under the tent. The areas represented included Southeast Asia, Russia, Spain, Bolivia, Africa, and Greece.

The Cultural Diversity Festival was sponsored by the Employee Relations Office.

What's Happening

Continued from page 3

which will be permanently on display outside the Police and Security office in the Clinics basement.

Any employees having information regarding crime or crime prevention at the MGH can place an anonymous phone call to the crime prevention line at 6-2125.

Cancer support group

Evelyn H. Malkin, LICSW, will begin her support group, "Person to Person: Living with Cancer," on Thursday, Nov. 5, at 6:30 p.m. The sessions, which are free of charge, will be held for six consecutive Thursday nights. This group for cancer patients, their friends, and families includes mutual support, improving communications, and coping mechanisms.

New hours

The Blood Donor Center will have new hours of operation, effective Nov. 7. The center will no longer be open on Saturdays, and the new hours will be from 8:30 a.m. to 7:30 p.m. Monday-Thursday, and 8:30 a.m. to 4:30 p.m. on Fridays. The plateletpheresis program will expand to include a later pheresis time. The new hours will be 8:30 a.m., 12:30 p.m., and 4:30 p.m. Please call 6-8165 in advance to schedule an appointment.

Volunteers needed

The Preventive Cardiology Group at the MGH is seeking volunteers between the ages of 35 and 70, with a Type-A personality, short-fuse, or impatient nature, and with known coronary disease, to participate in a study involving a new medication for the treatment of stress in cardiac patients. If interested, please call 6-3475.

Growth and development study

Children ages 6 to 16 whose mothers have or had a seizure disorder but were not taking anticonvulsant medication during pregnancy are sought for a growth and development study. Children whose mothers do not have a seizure disorder are also needed, for comparison purposes. Participation involves a single half-day visit, and after-school hours are available. Both parents must participate, although the father can be seen at a separate time. The evaluation of each child covers hearing, neurology, and learning skills, but there are no needles or X-rays. Expenses will be reimbursed, and each enrolled child will receive a $50 stipend. The study is being carried out through the Embryology-Teratology Unit of the MGH Children's Service. For more information, please call Julie Goodwin at 6-5778.

H. Thomas Ballantine Jr., MD, has retired from clinical practice after 50 years of service at the MGH. Dr. Buchanan has worked in the Neurological Service since 1941, with a hiatus while he served in the Armed Forces during World War II. He joined the MGH staff in 1938 as a house officer. Dr. Buchanan, on the right, is pictured here at his retirement party with Dr. Charles Fager, a neurologist from the Lahey Clinic.

MGH doctors

Continued from page 3

Kenneth A. McKusick, Theresa C. McLoud, Ashby Moncure, David M. Nathan, Robert G. Ojemann, Leslie W. Ottinger, Justin D. Pearlman, Jerrold F. Rosenbaum, Douglas S. Ross, Robert H. Rubin, Jeremy N. Ruskin, Stuart J. Salasche, Robert H. Shapiro, Robert E. Scully, William U. Shipley, Dempsey S. Springfield, H. William Strauss (now of Bristol-Myers Squibb), Herman D. Suit, Morton N. Swartz, Richard Teplick, James H. Thrall, Bessel A. van der Kolk, C.C. Wang, Andrew L. Warshaw, Arthur E. Weyman, Christopher G. Willett, Shirley H. Wray, Anne B. Young, Bertram Zarins, and Nicholas T. Zervas.

In General

Continued from page 3

of experience requirements, and a certification examination.

Two MGH radiologists, **Kenneth R. Davis, MD, and Stephen W. Miller, MD**, have been appointed fellows of the American College of Radiology. Dr. Miller works in radiology and Dr. Davis works in neuroradiology.

Several MGH nurses made two important presentations at the Second Annual Regional Critical Care Conference on Sept. 25 in Boston. **Clare Beck, RN,** and **Greg Bird, RN**, gave a presentation titled "Unplanned Extubation in an Adult SICU: Implications and Recommendations for Nurses." Ms. Beck and Mr. Bird also collaborated with **Tom Smith, RN; Barbara Bauman, RN; Anne Fiore, RN;** and **Keith Kwiatkowski, CCT**, on a paper titled "Critical Care Technician: Implementing a New Role in Four Adult Intensive Care Units."

United Way campaign

Continued from page 1

Way of Massachusetts Bay. She addressed the various department representatives who volunteered their time to help with the fundraising.

A fair was held which included performances by a live band, a juggler, and a mime, and featured popcorn, cotton candy, a table tennis competition, and information booths.

Pledge cards for the United Way fundraising campaign are still available from your United Way department representatives, the Payroll Office, or by calling Mr. Wonders in the Research Affairs Office at 6-5658.

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Martin S. Bander, *Director of News and Public Affairs*

Gregory P. Brown, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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Ether Day ceremony honors long-term MGH employees

MGH General Director J. Robert Buchanan, MD, and Board of Trustees Chairman Ferdinand Colloredo-Mansfeld present the 60-year service pin to Leo B. Burgin, MD, of the Children's Service, at the 1992 Ether Day ceremony on Oct. 16. About 300 MGH employees attended the ceremony.

More than a thousand MGH employees, with a total of more than 15,000 years of service, were honored at the annual Ether Day ceremony on Oct. 16. Two physicians received 60-year service pins.

MGH General Director J. Robert Buchanan, MD, who presided at the event, was one of 1,240 employees who received service pins. Dr. Buchanan received a 10-year pin from the MGH Board of Trustees earlier in the day.

Dr. Buchanan joined Board of Trustees Chairman Ferdinand Colloredo-Mansfeld at the afternoon ceremony in the Wang ACC Cafeteria, where eight employees received their 40-year pins, and six people received 50-year pins. The two 60-year honorees were Leo B. Burgin, MD, of the Children's Service and Claude E. Welch, MD, of Surgery.

Dr. Burgin, 86 years old, has spent all of the past 60 years in the Children's Service, except for his military duties during World War II. Although he retired from clinical practice several years ago, he still attends the pediatric weekly grand rounds every Tuesday afternoon.

"I accepted the appointment because it was the Mass. General," he recounted. "Just the thought of working at the MGH was enough for me. No matter who you are, you feel that if you stay here, you'll learn something."

Dr. Welch, also 86 years old, is an internationally renowned surgeon and teacher who came to the MGH for his internship in 1932. His many honors and accomplishments include an emeritus clinical professorship at Harvard Medical School; the presidency of the American College of Surgeons, the American Surgical Association, and the Massachusetts Medical Society; and the highest awards of the American Medical Association

Turn to Ether Day, page 4

Warren Triennial Prize lectures to be presented by neurobiologists

Two prominent neurobiologists, including a former MGH intern, will be honored this week with a prestigious award given every three years by the MGH.

Gerald M. Edelman, MD, PhD, ScD, chairman of the Department of Neurobiology at The Scripps Research Institute in La Jolla, Calif., and Eric R. Kandel, MD, a professor at Columbia University's College of Physicians and Surgeons in New York City, will be the 58th and 59th recipients of the Warren Triennial Prize, an award for scientists who are recognized as outstanding in the fields of physiology, surgery, or pathological anatomy.

The prize, first awarded at the MGH in 1871, is often perceived as a precursor to the Nobel Prize because 13 of the 29 awardees since 1946 (45 percent) have subsequently received a Nobel Prize. Three years ago, Thomas R. Cech, PhD, won the 1989 Nobel Prize for Chemistry the morning after he received the Warren Triennial Prize.

The Warren Triennial Prize Lectures will be given Nov. 6 at the Shriners Burns Auditorium. Dr. Edelman will speak on "The Matter of the Mind: Brain Glue, Brain Gas, Brain Theory." Dr. Kandel will give a lecture on "Genes, Synaptic Plasticity, and Memory."

Dr. Edelman, who trained at the MGH in 1955, is noted for his contributions to the understanding of the biology of nerve cell development and the role of adhesion molecules in cell communication. He is already a Nobel laureate, having shared the 1972 Nobel Prize for Physiology or Medicine for his work on the structure and function of immune system defenders called immunoglobulins.

In addition to his position at The Scripps Research Institute, Dr. Edelman is the director of the Neurosciences Institute in New York City.

Dr. Kandel's research is in the forefront of the biology of learning and memory. Using sea slugs as a model, he has studied the role of individual nerve cells in behavior. His work was featured in a front-page article in the *Wall Street Journal* earlier this year. Dr. Kandel is also a Senior Investigator of the Howard Hughes Medical Institute.

The Warren Triennial Prize was founded by Dr. J. Mason Warren to honor the memory of his father, Dr. John Collins Warren, who was cofounder and first Chief of Surgery at the MGH. It was originally given to the authors of exceptional medical essays, but since 1953 the award has been associated with outstanding lectures.

The prize consists of an honorarium of $2,500 for each recipient.

Proton Therapy Center receives $3.4 million in federal funding

The National Cancer Institute has awarded a $3.4 million grant to the MGH for the planning and design of the Northeast Proton Therapy Center.

Michael Goitein, PhD, project director of the Center, said the grant will be used to continue the design of the facility and to begin the design of some of the equipment that will be used there. He characterized the recent confirmation of the federal grant as "a major milestone."

Proton beam therapy is a form of radiation treatment that allows physicians to deliver higher doses of radiation to malignant or abnormal tissues with less damage to healthy cells. More traditional forms of radiation therapy halt the growth of malignant cells but can also damage surrounding healthy tissue.

The proposed Northeast Proton Therapy Center, totalling approximately 55,000 square feet, will be able to provide more than 11,000 treatment sessions per year of high-energy proton beam therapy. It will meet the needs of the entire MGH and serve as a resource for the northeastern United States as well.

"This grant is a significant achievement and it will provide us with a strong foundation for advancing this effort," said Herman D. Suit, MD, the MGH chief of Radiation Oncology.

> ***The Northeast Proton Therapy Center will meet the needs of the entire MGH and serve as a resource for the northeastern United States.***

In addition to creating a newer, more advanced facility for patient care, the Center will conduct research into new treatments for cancer and other diseases. Although a location has not been selected, the plan currently calls for the Center to be built on a site directly adjoining the main campus.

Inside

Service pin awards
pages 2-4

1992 SERVICE PIN AWARDS

In recognition of service

FOR SIXTY YEARS

Leo B. Burgin, *Pediatrics*
Claude E. Welch, *Surgery*

FOR FIFTY YEARS

Sarabelle M. Annenberg, *Bacteriology*
William V. McDermott Jr., *Surgery*
Ralph A. Ross, *Pediatrics*
Milford D. Schulz, *Radiation Oncology*
Nathan B. Talbot, *Pediatrics*
Paul C. Zamecnik, *Medicine*

FOR FORTY YEARS

John M. Baxivonus, *Computer Services*
Joseph H. Blanchard, *Purchasing*
John D. Constable, *Surgery*
William H. Hendren III, *Surgery*
Lawrence J. Kunz, *Bacteriology*
Paul J. Leyden, *Inpatient Phlebotomy*
Robert C. Lincoln, *Oral Surgery*
Peter E. Sifneos, *Psychiatry*

FOR THIRTY YEARS

Harold Abramowitz, *Psychiatry*
Barry J. Agranat, *Oral Surgery*
Paul G. Andriesse, *Surgical Associates*
Kenneth A. Arndt, *Dermatology*
Sylvester Barker, *Respiratory Care*
Jo A. Benjamin, *Radiation Oncology*
Sheila E. Bills, *Nursing*
Verne S. Caviness Jr., *Neurology*
Lawrence Cherkas, *Dermatology*
Evelyn L. Del Gizzi, *Utilization Review*
Claire V. Farrell, *Nursing*
Carol A. Ghiloni, *Nursing*
Vincent J. Giannusa, *Hematology*
James B. Gouthro, *Buildings & Grounds*
Evelyn M. Hall, *Anesthesia*
John W. Harthorne, *Medicine*
Gary C. Hawkins, *Accounting*
Donald E. Hefferman, *Patient Accounts*
Patricia E. Hooley, *Nursing*
Alfred F. Hughes, *Nursing*
Pauline M. Joyce, *Patient Accounts*
Otto O. Kaltofen, *Accounting*
Bernard Kliman, *Medicine*
Jeannette A. Labombard, *Chelsea Health Clinic*
Kate R. Latta, *Anesthesia*
James R. Lehrich, *Neurology*
Theresa A. Maher, *Nursing*
Chester A. Manganelli, *Chemistry*
Michael N. Margolies, *Surgery*
John C. Nobles, *Nursing*
Carolyn L. Odoms-Bastian, *Dietetics*
William J. Otto Jr., *Radiology*
Eileen M. Ouellette, *Neurology*
Peter B. Rosenberger, *Neurology*
Philip I. Salib, *Orthopaedics*
Lawrence T. Stoddard, *Neurology*
Hibert Watson, *Environmental Services*
Tommie M. White, *Dietetics*
Martin J. Wohl, *Medicine*
Geraldine Wright, *Dietetics*

FOR TWENTY-FIVE YEARS

Robert H. Ackerman, *Neurology*
Daniel J. Ballantine, *Buildings & Grounds*
Karl T. Benedict Jr., *Radiology*
Marie M. Bennett, *Blood Transfusion Service*
Everett A. Blackburn, *Environmental Services*
Leona M. Blackman, *Radiology*
David C. Brewster, *Surgery*
John M. R. Bruner, *Anesthesia*
Elizabeth A. Burns, *Orthopaedics*
John L. Burns, *Orthopaedics*
Barry J. Callahan, *Pulmonary*
Beverly A. Campbell, *Computer Services*
Edwin H. Cassem, *Psychiatry*
George V. Chappell, *Blood Transfusion Service*
Alexandra L. Chrzanowski, *Cardiac*
John P. Cloherty, *Pediatrics*
Alfonzia Corrao, *Dietetics*
Monica Corrigan, *Pediatrics*
Elizabeth J. Coughlin, *Radiology*
Ann M. Cull, *Nursing*
George T. Davis, *Nursing*
Anne M. Delaney, *Nursing*
Evelyn M. Dellorfano, *Radiology*
James J. Dineen, *Medicine*
R. Bruce Donoff, *Oral Surgery*
Edgar A. Donovan, *Computer Services*
Elizabeth C. Dooling, *Neurology*
Lorraine D. Dorrance, *Nursing*
Barbara A. Downey, *Blood Transfusion Service*
Ann V. Durfee, *Nursing*
Leon Eisenberg, *Psychiatry*
Peter M. Elias, *Medical Records*
Leonard L. Ellman, *Medicine*
Alice J. Fay, *Chelsea Health Clinic*
Miriam C. Fern, *Social Service*
Mary A. Fisher, *Surgical Associates*
Michael L. Goldfein, *Pediatrics*
Maury Aaron Goldman, *Anesthesia*
Sidney Green, *Psychiatry*
Rose M. Guanci, *Cardiac*
Arne K. Halvorsen, *Buildings & Grounds*
Eleanor Z. Hanna, *Psychiatry*
Gary F. Hart, *Buildings & Grounds*
Bernard Hoop, *Medicine*
Rosemary T. Jaromin, *Hematology*
Annie M. Jordan, *Nursing*
Stephen H. Kauffman, *Administration*
Byung K. Kim, *Pharmacy*
Jeltje A.D. Koumans, *Dermatology*
Jean M. Kozlowski, *Nursing*
Demetreos Lambrenos, *Buildings & Grounds*
Joseph F. Lipinski, *Psychiatry*
June A. Lyle, *Radiology*
Carole A. Lyons, *Surgical Associates*
Michael F. McGonagle, *Radiology*
Elliott V. Miller, *Anesthesia*
Theresa R. Monteiro, *Dietetics*
Michael D. Murphy, *Psychiatry*
George F. Murray, *Computer Services*
Richard J. O'Brien, *Corporate Contracts*
Mary O'Neill, *Fiscal Affairs*
Elisabett Paci, *Chemistry*
Dineshkumar G. Patel, *Orthopaedics*
Roberta R. Reed, *Surgical Associates*
Willie M. Roebuck, *Materials Management*
Queenette Simmons, *Nursing*
Sherrill Sinclair, *Blood Transfusion Service*
Robert E. Sloane, *Surgery*
Robert E. Smith, *Buildings & Grounds*
Carolyn M. Sprich, *Social Service*
Ann P. Stodolnic, *Nursing*
Clare H. Swan, *Medical Oncology*
Marilyn C. Swenson, *Surgery*
Stanislaw K. Szyfelbein, *Anesthesia*
Mildred Taylor, *Dietetics*
Abraham T. Thomas, *Environmental Services*
Argie Tiliakos, *Neurology*
Robert C. Tillot, *Buildings & Grounds*
Pearlie Traylor, *Surgical Ambulatory Care*
Charlotte C. Tung, *Bacteriology*
Harold E. Warford, *Blood Transfusion Service*
Marsha N. Watson, *Nursing*
Diane A. Weggel, *Nursing*
Arline H. Whyel, *Surgial Associates*
Virginia B. Williams, *Nursing*
G.A. Wittrock-Walton, *Medical Clinics Complex*
Edward R. Wolpow, *Neurology*
Betty F. Woodhouse, *Nursing*
Bryan T. Woods, *Neurology*
Hugh H. Young II, *Urology*

FOR TWENTY YEARS

Marie A. Allien, *Nursing*
Robert R. Allien, *Environmental Services*
Mary E. Aloisi, *Computer Services*
Carolyn J. Ames, *Nursing*
June R. Aprille, *Pediatrics*
Christos A. Athanasoulis, *Radiology*
William R. Beardslee, *Psychiatry*
Cynthia W. Benney, *Endocrine*
Ersula Bernier, *Environmental Services*
Margot Bloch, *Immunology*
Gerald L. Borofsky, *Psychiatry*
Jonathan F. Borus, *Psychiatry*
Ieva Broks, *Cancer Center*
Claire W. Brown, *Medical Records*
Leo H. Buchanan, *Fernald School*
Rochelle Butler, *Medical Clinics Complex*
Audrey A. Byrne, *Blood Transfusion Service*
Charles W. Carl Jr., *Psychiatry*
Margaret A. Carolan, *Bunker Hill*
Catherine H. Carpenter, *Nursing*
Patricia F. Cerar, *Nursing*
Sally L. Cheffy, Surgical *Associates*
Noah Chan H. Choi, *Radiation Oncology*
Rosalie A. Christiana, *Nursing*
Lucy Christmas, *Environmental Services*
Cecilia Coley, *Environmental Services*
Joan H. Connerty, *Medical Clinics Complex*
Jacquelyn M. Connors, *Nursing*
Jeffrey B. Cooper, *Anesthesia*
John A. Correia, *Radiology*
Patricia C. Coughlin, *Radiology*
Jean L. Crowley, *Radiology*
Gregory D. Curfman, *Medicine*
Mertice Currier, *Pathology*
Kenneth R. Davis, *Radiology*
Nancy-Jo Davis, *Computer Services*
Jorge M. Devillasante, *Radiology*
Doris L. Dewing, *Pathology*
Matthias B. Donelan, *Surgery*
Dorothy A. Donovan, *Nursing*
Anne L. Dooley, *Nursing*
Robert H. Droste, *Nursing*
Susan M. Eastham, *Social Service*
Sherman Eisenthal, *Psychiatry*
Anita Escano, *Pharmacy*
Joshua Felder, *Dietetics*
Matthew J. Ferrara, *Information Resources*
Catherine E. Fletcher, *Nursing*
Rochelle R. Friedman, *Psychiatry*
Kathe M. Fukui, *Hematology*
Barbara L. Fuller, *Endocrine*
Diane C. Gilbert, *Research Affairs*
Sylvia A. Gioulis, *Nursing*
Michael Goitein, *Radiation Oncology*
Alan R. Goostray, *Nursing*
Stephen J. Gormley, *Buildings & Grounds*
David J. Greenblatt, *Medicine*
Ronald A. Greene, *Medicine*
Jacqueline Gross, *Dietetics*
James E. Groves, *Psychiatry*
Debera Y. Grzybek, *Hematology*
James J. Guiry, *Planning Office*
William L. Hankerson, *Dietetics*
Elizabeth P. Harmon, *Pharmacy*
Bette A. Harris, *Institute of Health Professions*
Tony C. Hawkins, *Materials Management*
Eucene H. Hazell, *Psychiatry*
Niall M. Heney, *Urology*
John J. Higgins, *Cardiac*
Linda Hinds, *Orthopaedics*
Fred H. Hochberg, *Neurology*
Rowen M. Hochstedler, *Psychiatry*
Susie A. Jenkins, *Dietetics*
Neil R. Johnson, *Psychiatry*
Firoze B. Jungalwala, *Neurology*
Donald S. Kaufman, *Medicine*
Sally A. Keck, *Cardiac*
David A. Keith, *Oral Surgery*
Dorothy H. Kelly, *Pediatrics*
Maureen A. Kilgallen, *Administration*
Elnora L. Landford, *Computer Services*
Donald A. Lans, *Thyroid*
Robert D. Leffert, *Orthopaedics*
Marjorie J. Lemay, *Radiology*
Richard R. Liberthson, *Pediatrics*
Susan I. Lincoln, *Radiology*
Maria B. Luongo, *Medicine*
Kevin O. Lynch, *Blood Transfusion Service*
Louise MacInnes, *Materials Management*
Robert A. MacLaughlin, *Endocrine*
Cora E. Madrid, *Materials Management*
Clara M. Mahoney, *Bunker Hill*
Celine A. Mani, *Nursing*
Henry J. Mankin, *Orthopaedics*
Catherine M. Mannix, *Radiation Oncology*
Theo C. Manschreck, *Psychiatry*
Ella Martin, *Computer Services*
David M. Masters, *Professional Services Corp.*
Frances J. Martino, *Surgical Associates*
Robert H. McCluer, *Neurology*
Alice M. McGuinness, *Orthopaedics*
Louise C. Miller, *Nursing*
Melanie R. Miller, *Radiology*
Kathleen A. Modeste, *Computer Services*
Shirley L. Moore, *Nursing*
Susan J. Moore, *Nursing*
Barbara Morrison, *Social Service*
Kathryn J. Moulaison, *Nursing*
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Lonell Richards, *Nursing*
Susan S. Riese, *Nursing*
Frederick Ritchie, *Environmental Services*
Edward F. Rose, *Radiation Oncology*
Linda M. Roth, *Nursing*
Michael E. Sarno, *Ortho Workshop*
Michael J. Scarpelli, *MGH Health Associates*
Robert C. Schneider, *Anesthesia*
Lawrence F. Selter, *Psychiatry*
William J. Selvitelli, *Nursing*
Gerald Shklar, *Oral Surgery*
Margaret T. Sindoris, *MGH Imaging Center*
Donald R. Smith, *Environmental Services*
John M. Snowden, *Orthopaedics*
Arthur J. Sober, *Dermatology*
Janet A. Spiers, *Blood Transfusion Service*
Robert S. Steinberg, *Orthopaedics*
Wanda M. Szyfelbein, *Pathology*
Mary C. Theroux, *Nursing*
Xenia P. Toney, *Nursing*
Carol A. Trahan, *Orthopaedics*
Susan Tully, *Nursing*
Kathleen H. Ulman, *Psychiatry*
Grace A. Vargus, *Nursing*
Elizabeth J. Viano, *Surgical Associates*
Barbara J. Wagner, *Medical Education*
Richard F. Waitkus, *Pathology*
Monika M. Walker, *Nursing*
Sylvia S. Walker, *Patient Accounts*
Sara J. Wessinger, *Orthopaedics*
Robert F. Whitebone, *Computer Services*
Barbara M. Wilkes, *Immunology*
George B. Wood, *Nursing*
Jennie J. Woods, *Environmental Services*
Joanne R. Wooldridge, *Utilization Review*
Isabel S. Yoder, *Radiology*

FOR FIFTEEN YEARS

Philip C. Amrein, *Medicine*
John C. Armour, *Radiology*
Helen M. Armstrong, *Medical Records*
Stephen R. Armstrong, *Materials Management*
Viola Baker, *Nursing*
Barbara Bassil, *Urology*
Salvatore J. Basta, *Anesthesia*
Marie D. Belanger, *Office of Legal Counsel*
Aileen Belle, *Materials Management*
William J. Belyea, *Buildings & Grounds*
Lidija S. Berzins, *Medicine*
Renee M. Biase, *Inpatient Phlebotomy*
Linda A. Bishop, *Pediatrics*
Theresa M. Bolt, *Radiology*
Vincent J. Bonaventura, *Buildings & Grounds*
Lawrence F. Borges, *Neurosurgery*
Richard M. Borofsky, *Psychiatry*
Joan Braccio, *Medical Clinics Complex*
Marybeth Bronson, *Chelsea Health Clinic*
Nancy V. Brown, *Gastrointestinal Services*
Robert H. Brown, *Neurology*
Barbara J. Bund, *Treasurer's Office*
Alan D. Burns, *Chelsea Health Clinic*
Samuel W. Bynoe, *Materials Management*
Silvia F. Campbell, *Radiology*
Lorraine T. Canova, *Dermatology*
Corinne L. Caradonna, *Medical Practice*
Leila E. Carbunari, *Surgical Research*
Isabelle P. Carr, *Bunker Hill*
Joan C. Carson, *Nursing*
Michael J. Cauley, *Psychiatry*
Margaret A. Caulfield, *Nursing*
Ginger Chappell, *Psychiatry*
Myrtle Chase-Powers, *Gynecology*
Hsueh Y. Chen, *Management Engineering*
Grace T. Clancy, *Nursing*
Lydia A. Conlay, *Anesthesia*
James J. Corbett, *Buildings & Grounds*
Andrew J. Corcoran, *Anesthesia*
Dorothy E. Correia, *Radiology*
Joseph B. Costa, *Nursing*
Marie Curcio, *Vascular*
Thomas W. Curtin, *Radiology*
Michael N. D'Ambra, *Anesthesia*
Sandra L. De Bronkart, *Anesthesia*
Joyce A. Deprizio, *Radiology*
Joseph T. Dibenedetto, *Radiology*
Debra M. Digregoria, *Neurology*
Ruby M. Dilligard, *Dietetics*
Carolynn F. Dirienzo, *Orthopaedics*
Sandra M. Distaso, *Nursing*
Jane E. Dreskin, *Psychiatry*
Suzanne C. Drummy, *Cardiac*
Lawrence D. Duffy, *Environmental Services*
Luc P. Dumornay, *Environmental Services*
Barbara A. Dunderdale, *Nursing*
Wendylee Eaton, *Nursing*
Ellen M. English, *Emergency Ward*
Carlotta A.K. Evans, *Oral Surgery*
Kathy E. Evans, *Nursing*
Alfred G. Ferrairo, *Buildings & Grounds*
Carol C. Fitzpatrick, *Cardiac*
Merrilee R. Flannery, *Arthritis*
Susan F. Fleming, *Gynecology Acc*
Geraldine A. Flynn, *Surgical Associates*
Junior A. Forde, *Dietetics*
Maudeline Forrester, *Environmental Services*
Lorraine M. Fothergill, *Radiology*
Solange Francois, *Nursing*
Randall D. Gaz, *Surgery*
Stuart C. Geller, *Radiology*
Immacula B. Geneus, *Nursing*
Jananne H. Gill, *Nurisng*
Leo C. Ginns, *Medicine*
Peter E. Goldberg, *Oral Surgery*
Anthony J. Govan, *Environmental Services*
Zedikiah A. Griffiths, *Materials Management*
Mary Guanci, *Nursing*
Elizabeth M. Gulla, *Chelsea Health Clinic*
Mary E. Haight, *Pedi Pulmonary*
Maryellen Halliwell, *Bacteriology*
David C. Harmon, *Medicine*
Patricia Harris-Lawlor, *Nursing*
Garner T. Haupert, Jr., *Medicine*
Betty E. Herr, *Psychiatry*
Barbara K. Hill, *Anesthesia*
Arthur T. Hogan, *Buildings & Grounds*
Cheryl A. Hogan, *Chelsea Health Clinic*
Barbara Jones, *Orthopaedics*
Daran A. Jones, *MGH Health Associates*
Eileen M. Jones, *Nursing*
Vernice C. Joseph, *Environmental Services*
Lesley E. Kaufman, *General Store*
Ann T. Kelleher, *Nursing*
Mary B. Kelley, *Patient Financial Services*
Mary A. Kenney, *Blood Transfusion Service*
Karen E. Kerrigan, *Nursing*
Nelson Yuan Sheng Kiang, *Neurology*
Colleen M. Kigin, *Physical Therapy*
Michael J. King, *Radiology*
Mary G. Kirby, *Pharmacy*
Lewis B. Klebanoff, *Psychiatry*
Ronald E. Kleinman, *Pediatrics*
Lisa C. Kleinstein, *Nursing*
Mary Kraft, *Anesthesia*
Dorothy E. Krueger, *Blood Transfusion Service*
Patricia F. Lally, *Nursing*
Deborah A. Langione, *Nursing*
Lenore S. Levine, *Nursing*
Nancy Linsley, *Nursing*
Patricia A. Livingstone, *Nursing*
Marina J. Lorenzo, *MGH Health Associates*
David B. Lovejoy Jr., *Orthopaedics*
Mary P. Lowe, *Nursing*
Mary L. MacLeod, *Nursing*
Cheryl A. Madden, *Professional Services Corp.*
Jeanne M. Madden-Gallant, *Nursing*
Brendan A. Maher, *Psychiatry*
Jane Maiorana-Kelley, *Nursing*
Madelyn T. Mars, *Cardiac*
Patricia Martin-McBride, *Cardiac*
Phoebe A. Matthews, *Medical Walk-In Unit*
Marjory D. Mattson, *Nursing*
Jean L. McAuliffe, *Nursing*
Herbert H. McCabe, *Radiation Oncology*
Kathleen M. McCarten, *Radiology*
Maureen A. McCarthy, *Cardiac*
Kathryn R. McKee, *Blood Transfusion Service*
Donald N. Medearis, Jr., *Pediatrics*
Sharon A. Melanson, *Neurology*
Christine Mitchell, *Computer Services*
Elizabeth A. Montgomery, *Urology*
Susan K. Morash, *Nursing*
Lorraine A. Moriarty, *Nursing*
John E. Munzenrider, *Radiation Oncology*
Joan B. Murphy, *Pedi Pulmonary*
Kathleen A. Murray, *Nursing*
Barbara J. Nath, *Medicine*
Patrice C. Nicholas, *Institute of Health Professions*
Barry N. Nocks, *Urology*
Patricia A. Noonan, *Admitting*
Nancy P. O'Brien, *Nursing*
Karen A. Oesterle, *Nursing*
Elaine E. O'Hare, *Nursing*
Suzanne Olbricght, *Dermatology*
Kathleen P. O'Toole-Davis, *Medical Walk-In Unit*
Judy M. Pagliarulo, *Radiology*
Marion C. Parker, *Nursing*
Edward N. Penttila, *Buildings & Grounds*
Barbara A. Perrier, *Neurology*
Marie C. Pierre, *Dietetics*
Dorothy S. Piranian, *Neurology*
Eric A. Proctor, *Orthopaedics*
William S. Putnam, *Chemistry*
Catherine R. Reedy, *Cancer Center*
Harvey I. Remmer, *Psychiatry*
Theresa A. Reppucci, *Nursing*

Cornelia A. Reynolds, *Nursing*
Ann R. Rinaldi, *Nursing*
Patricia A. Rivers, *Nursing*
Anthony Rizza, *Buildings & Grounds*
Stephen H. Romansky, *Psychiatry*
Paul J. Romikitis, *Materials Management*
Lynne C. Roper, *Nursing*
Douglas S. Ross, *Medicine*
Kenneth J. Ryan, *Gynecology*
Lena Sanentz, *Hematology*
Joseph P. Santoro, *Pharmacy*
Nancy G. Sartorelli, *Nursing*
Rosalinda A. Saturday, *Pediatrics*
Amanda J. Savage, *Surgical Ambulatory Care*
Velia C. Saxe, *Thyroid*
Patrick, M. Scarry, *Security*
Gertrude Shaw, *Respiratory Care*
Julia P. Shea, *Nursing*
Susan P. Shea, *Surgical Research*
John J. Sheehan, *Chelsea Health Clinic*
Paul C. Shellito, *Surgery*
Carol S. Shepherd, *Radiology*
Janet N. Silberberg, *Nursing*
John M. Siliski, *Orthopaedics*
Beverly Snell, *Pulmonary*
Colleen K. Snydeman, *Nursing*
Edward M. Soloway, *Orthopaedics*
John Sos, *Psychiatry*
Jeanne M. Spindler, *Surgical Associates*
Diane B. Stanley, *Nursing*
Frederick J. Stoddard, Jr., *Psychiatry*
Constance C. Stone, *Radiation Oncology*
Eddie M. Sturgis, *Nursing*
Marie F. Sullivan, *Nursing*
Jon E. Sverker, *Buildings & Grounds*
Klara Sztucinski, *Radiology*
Ann D. Szymanski, *Neurology*
William E. Tabb, *Radiology*
Marilyn J. Tessier, *Dermatology*
Frank N. Tino, *Buildings & Grounds*
Richard C. Tomichek, *Anesthesia*
Thomas J. Tracey, *Materials Management*
Benjamin V. Treadwell, *Orthopaedics*
Robert J. Uvello, *Buildings & Grounds*
Leonard W. Wasileski, *Radiation Oncology*
Anna M. Wasilewski, *Nursing*
Donna L. Wheeler, *Gynecology Acc*
Debra L. Whitaker, *Nursing*
Elizabeth N. Willoughby, *Surgical Associates*
Russell G. Winn, *Radiology*
Donna M. Wolfrum, *Nursing*
Rom M. Woods, *Nursing*
Carol A. Wool, *Psychiatry*
Pamela P. Wrigley, *Nursing*
Robert H. Young, *Pathology*
Walter H. Young, *Ambulatory Care*
Celina Zaniewski, *Pulmonary*
Rita M. Zollo, *Neurology*

FOR TEN YEARS

Kathleen Abbott, *Diabetes*
Frederick W. Ackroyd, *Surgery*
John M. Aflague, *Nursing*
Lorraine M. Allan, *Dietetics*
Maria Alexander-Bridges, *Medicine*
David E. Altobelli, *Oral Surgery*
Ana M. Andrade, *Nursing*
Elizabeth F. Andrews, *Nursing*
Maureen A. Anzuoni, *Nursing*
Anne V. Armstrong, *Nursing*
Susan Atamian, *Vascular*
Nancy D. Aucella, *Medical Records*
Meredith August, *Oral Surgery*
Frederick M. Ausubel, *Molecular Biology*
Bernadette M. Babine, *Medical Records*
Gail Badolato, *Nursing*
Nancy L. Barletta, *Materials Management*
Joyce M. Barry, *Medical Clinics Complex*
Marion Barsam, *Medical Oncology*
Julia M. Basque, *Nursing*
Ellen P. Bean, *Children's Medical Service*
Debra A. Bell, *Pathology*
Jerene M. Bitondo, *Cardiac*
Kathleen R Boyle, *Nursing*
Lenora A. Boyle, *Pathology*
Darryn A. Brodie, *Nursing*
J. Robert Buchanan, *General Director*
Lisa W. Buckley, *Nursing*
Katherine E. Bunszell, *Nursing*
Joanne Burbank, *Nursing*
Diann C. Burnham, *Nursing*
Mary J. Calabro, *Nursing*
Virginia A. Capasso, *Nursing*
Theresa A. Capodilupo, *Nursing*
Robert J. Carey, Jr., *Psychiatry*
Loretta E. Cardone, *Radiology*
Bonnie E. Carroll, *Dermatology*
Albert E. Carter, *Dietetics*
Robert Castagnoli, *Emergency Ward*
Theresa Castiglia, *Treasurer's Office*
Linda Cataldo, *Radiology*
Lin-Ti Chang, *Nursing*
Zuying Chen, *Gynecology*
Linda Lai Yue Chun, *Neurosurgery*
Joanne A. Clegg, *Nursing*
Joanne L. Clinton, *Nursing*
Elizabeth C. Coggins, *Molecular Biology*
Elizabeth S. Cohen, *Nursing*
Robert L. Cohen, *Computer Services*
Joan M. Collins, *Blood Transfusion Service*
Richard J. Connolly, *Pharmacy*
Tin T. Cotton, *Nursing*
Cedric D. Cromwell, *Nursing*
Didier Pierre Cros, *Neurology*
Karen M. Curelli-Nahill, *Nursing*
Robert C. Cummins, *Psychiatry*
Maureen A. Daher, *Nursing*
Maureen Daley, *Nursing*
Mary A. Damato, *Projects Management*
Catherine H. Daniels, *Psychiatry*
Carol Danner, *Upper Extremity*
Robert M. Darche, *Computer Services*
Janet M. Dauphinee, *Nursing*
Jeffrey P. Davies, *Orthopaedics*
Amy R. Davis, *Social Service*
Marilyn D. Davis-Owens, *Pathology*
Linda Delgado, *Dermatology*
Paula F. Delong, *Anesthesia*
Elizabeth M. Demarco, *General Store*
Kathryn L. Devaney, *Gastrointestinal Services*
Rita P. Devlin, *Nursing*
Linda L. Dinius, *Children's Service*
Nellie A. Dixon, *Dietetics*
Helen T. Doherty, *Dietetics*
Terry L. Doherty, *Nursing*
Anngray Doig, *Nursing*
Stephen C. Dragotakes, *Radiology*
Patricia A. Driscoll, *Medical Records*
Elizabeth A. Drucker, *Radiology*
Linda A. Durham, *Cardiac*
Robert C. Dysard, *Nursing*
Susannah E. Earle, *Emergency Ward*
Kathryn M. Eaton, *Nursing*
Mary K. Ehrsam, *Orthopaedics*
Sheila M. Elledge, *Nursing*
Lorraine E. Ellis, *Nursing*
Lucille M. Ettelson, *Cardiac*
Diana Fairfax-Miller, *Nursing*
William S. Ferguson, *Pediatrics*
Sofia Fetfatsidis, *Materials Management*
Anne K. Fishel, *Psychiatry*
Susan M. Fitzgerald, *Nursing*
Thomas J. Flotte, *Pathology*
Barry R. Forde, *Nursing*
Harry Frangoulidis, *Buildings & Grounds*
Thomas A. Fulgoni, *Buildings & Grounds*
Barbara L. Gagne, *Nursing*
Jane A. Galley-Reilley, *Nursing*
Marilyn T. Gammon, *Nursing*
Louise M. Gaudet, *Radiology*
Edith S. Geringer, *Psychiatry*
David R. Getchell, *Pedi Microchem*
Doreen A. Godes, *Nursing*
Marc J. Golden, *Communications*
Mary B. Goldring, *Medicine*
Dorothy G. Goods, *Urology*
Yvonne P. Gordon, *Pharmacy*
Karen M. Graham, *Pathology*
Kathleen V. Gray, *Nursing*
James R. Grove, *Medicine*
Patrick J. Gurry, *Nursing*
Carol A. Gurski, *Nursing*
Lorraine S. Guthrie, *Nursing*
Peter F. Hahn, *Radiology*
Maureen C. Hall, *Nursing*
Doris M. Halliday, *Nursing*
Emily J. Handler, *Nursing*
Catherine Harris, *Nursing*
Tayyaba Hasan, *Dermatology*
Rae-Marie Healey, *Orthopaedics*
Dianne M. Heislein, *Nursing*
Lisa J. Henderson, *Nursing*
Lynne M. Hermosilla, *Orthopaedics*
Bernard M. Hitzig, *Medicine*
Diane Ho, *Tumor Registry*
W. Andrew Hodge, *Orthopaedics*
Nancy D. Holland, *Nursing*
Gary D. Holman, *Cardiac*
Susan M. Hook, *Radiation Oncology*
Katherine A. Howard, *Fiscal Affairs*
William E. Hurford, *Anesthesia*
John D. Hurley, *Psychiatry*
Claire A. Hurst, *Nursing*
Rachel E. Hyde, *Molecular Biology*
Cindy J. Inashima, *Bacteriology*
Patricia D. Irgens, *Chelsea Health Clinic*
Gracelyn M. Ischia, *Nursing*
Esther J. Israel, *Pediatrics*
Margaret J. Ivancic, *Nursing*
Kathleen A. Jackson, *Nursing*
Murali Jasty, *Orthopaedics*
Stephen A. Jenkins, *Pediatrics*
Barbara A. Jones, *Nursing*
David M. Jones, *Resources & Development*
Joann Jordan, *Administration*
Bruce M. Kalow, *Pediatrics*
Christine M. Kane, *Nursing*
Patricia A. Kane, *Anesthesia*
Valerie V. Kara, *Medical Services*
Karen P. Keane, *Blood Transfusion Service*
Peter B. Kelsey, *Medicine*
Elsie M. Kerrigan, *Medical Clinics Complex*
Kon-Taik Khaw, *Pediatrics*
Janet A. Kimbrough, *Nursing*
Diana E. Kinsman, *General Store*
Frederick C. Koener, *Pathology*
Patricia L. Koivu, *Environmental Services*
Rou-Fun T. Kwong, *Cardiac*
Jacqueline M. Lally, *Nursing*
Mary M. Lamuraglia, *Nursing*
Thomas Laudenslager, *Security*
Daniel Leong, *Radiology*
Jean D. Leuner, *Institute of Health Professions*
Kathryn P. Leva, *Blood Transfusion Service*
Roberta Levasseur, *Urology*
Frances Levine, *Professional Billing*
Carol J. Loomis, *Nursing*
Pauline A. Lopez, *Chelsea Health Clinic*
Joan M. Lovett, *Nursing*
Joan I. Lynch, *Nursing*
Lisa A. Maiuri, *Urology*
Maryjane Martin, *Radiology*
Elizabeth A. Martins, *Nursing*
Steven C. Mason, *Respiratory Care*
Benjamin Matzilevich, *Neurology*
Wendy G. Maynard, *Orthopaedics*
Christine R. McAdam, *Upper Extremity*
Ann Marie T. McAuley, *Neurology*
Victoria B. McCallum, *Vascular*
Patricia J. McCarron, *Cardiac*
Angela McCarthy, *Computer Services*
Lynne M. McCusker, *Nursing*
Karen A. McFarlane, *Nursing*
Coleen F. McGrory-Quinlan, *Nursing*
Charles J. McKenna, *Emergency Ward*
Robert S. McKenna, *Computer Services*
Brian P. McKernan, *Blood Transfusion Service*
Kathleen M. McKool, *Cardiac*
John J. McNamara, *Pediatrics*
Ida J. Meister, *Nursing*
Theresa A. Michel, *Institute of Health Professions*
Richard F. Mollica, *Psychiatry*
Gregory T. Moulton, *Radiation Oncology*
Kathleen A. Mullen, *Nursing*
Ruth J. Mullen, *Nursing*
Judith E. Mullin, *Blood Transfusion Service*
J. Michael Murphy, *Psychiatry*
Jane M. Murphy, *Psychiatry*
Virginia B. Murphy, *Blood Transfusion Service*
Karen Murphy-Lind, *Bunker Hill*
Ellen N. Nash, *Nursing*
Kathleen Naughton, *Surgical Associates*
Nancy M. Nelson, *Nursing*
Rasma V. Niedra, *Molecular Biology*
Patricia S. Normand, *Psychiatry*
Harriet L. Nugent, *Nursing*
Marianne Nugent, *ACD Administration*
Margaret G. O'Brien, *Neurology*
James J. O'Connell, III, *Medicine*
Lorna J. O'Connell, *Nursing*
Daniel O. O'Connor, *Orthopaedics*
Deborah A. Osborne, *Nursing*
Eileen F. O'Sullivan, *Nursing*
Sylvia D. Paige, *Institute of Health Professions*
Nicholas Papanicolaou, *Radiology*
Renuka B. Patel, *Hematology*
Michele Pavia, *Orthopaedics*
Pamela H. Peckinpaugh, *Pediatrics*
Linda M. Pennacchio, *Bunker Hill*
Cherie K. Pensoneault, *Nursing*
Michele A. Pepin, *Nursing*
Evelyn C. Peterkin, *Environmental Services*
David F. Pingus, *Anesthesia*
Richard J. Plati, *Chemistry*
Mark H. Pollack, *Psychiatry*
Colin C. Powell, *Medical Records*
Barbara L. Pratt, *Medical Walk-In Unit*
Frederick I. Preffer, *Pathology*
Paula A. Prendergast, *Nursing*
Sandra J. Pugsley, *Nursing*
Jean C. Puleo, *Pharmacy*
Patricia J. Quinn, *Blood Transfusion Service*
Paula K. Rauch, *Psychiatry*
Wendy S. Renda, *Nursing*
Scott A. Rivkees, *Pediatrics*
Malcolm C. Roberts, *Pharmacy*
Bethyl F. Rose, *Nursing*
Robert B. Rosen, *Radiology*
Kathleen M. Roy, *Nursing*
Cheryl L. Ryan, *Nursing*
Dulce M. Saldivar, *Medical Records*
Joan E. Sasso-Callan, *Nursing*
Jeanne M. Savage, *Resources & Development*
Robert C. Savage, *Surgery*
Jeanine Sawler, *Orthopaedics*
Doris Scally, *Cardiac*
Karen A. Schmidt, *Nursing*
Elizabeth Schneider, *Treadwell Library*
Jean M. Scollins, *Cardiac*
Beverly T. Scott, *Nursing*
Brian S. Seed, *Molecular Biology*
Rosalinda W. Sermonia, *Inpatient Billing*
Robert A. Sevigny, *Computer Services*
Margaret L. Shaw, *Nursing*
Gail I. Smith, *Oral Surgery*
James D. Smith, *Buildings & Grounds*
Pamela K. Smith, *Nursing*
Carol A. Sparling, *Hematology*
Susan A. Stafford, *Radiology*
Frances L. Stewart, *Surgical Research*
Rose A. Stewart, *Nursing*
Christine M. Stone, *Nursing*
Helen M. Strong, *Gynecology*
Alice Sullivan, *Bunker Hill*
Kathleen A. Sullivan, *Nursing*
Laura A. Sullivan, *Nursing*
Paul Summergrad, *Psychiatry*
Peggy Sweatman, *Dietetics*
Sandra M. Sweetnam, *Medicine*
Stephen T. Sweriduk, *Radiology*
Michele D. Szabo, *Anesthesia*
Laurel R. Tenney, *Nursing*
Boyd T. Thompson, *Medicine*
William J. Timmins, *Materials Management*
Karen M. Trigilio, *Dietetics*
Linda Valjaots Stott, *Nursing*
Dorothy E. Vatner, *Pediatrics*
Olga M. Viasus, *Cardiac*
Jane M. Vozzella, *Nursing*
Tracy M. Walker *Dermatology*
Eileen M. Wall, *Nursing*
Gregory Ward, *Nursing*
Eloise Watkins, *Gastrointestinal Services*
Myrna E. Weekes, *Nursing*
Jeffrey B. Weilburg, *Psychiatry*
Pamela S. Whisman, *Utilization Review*
Patricia M. White, *Nursing*
Christopher G. Willett, *Radiation Oncology*
Ellen M. Williams, *Dietetics*
Kathleen Williams-Kafel, *Nursing*
Barbara K.Willson, *Institute of Health Professions*
Mary C. Wilson, *Nursing*
Jean M. Winters, *Radiology*
Annamaria C. Zambello, *Nursing*

FOR FIVE YEARS

Brenda Acevedo, *Chelsea Health Clinic*
Judith M. Adams, *Endocrine*
Gladys Agenta, *Chelsea Health Clinic*
Brenda D. Alessandro, *Nursing*
Suzanne E. Algeri, *Nursing*
Janet M. Allen, *Revere Health Center*
Henri R. Altenor, *Environmental Services*
John W. Ambrose, *Nursing*
Therese M. Anderson, *Dermatology*
Thomas C. Anderson, *Institute of Health Professions*
Arlene F. Andeweg, *Anesthesia*
Matthew Applewhite, *Dietetics*
Cynthia A. Araujo, *Nursing*
Barbara J. Aron, *Dermatology*
Jeanne M. Arthur, *Nursing*
Yong Bai, *Medical Associates*
David L. Baldwin, *Nursing*
Kimberly E. Balfour, *Nursing*
Michael Barbetta, *Renal Research*
Margarita C. Battle, *Interpreter Services*
Alice F. Bausemer, *Nursing*
Deborah A. Bazylinski, *Environmental Services*
Mark F. Bean, *Nursing*
Beth L. Beaumont, *Nursing*
Lawrence J. Bechtel, *Infectious Disease*
Ingrid B. Beckles, *Nursing*
Stephanie B. Bell, *Social Service*
Jane L. Bemis, *Dietetics*
Marion G. Bemis, *Nursing*
Marianne J. Benoit, *Nursing*
Berthlyn M. Bernier, *Dietetics*
Denise R. Bernier, *Bacteriology*
Maryelizabet C. Bilodeau, *Nursing*
Dana S. Blackler, *Radiology*
Marva Boddencarr, *Security*
Cynthia A. Boivin, *Nursing*
Joseph M. Bonanno, *Buildings & Grounds*
Marylinn Borsman, *Treadwell Library*
James P. Bougioukos, *Information Resources*
Jean C. Boursiquot, *Buildings & Grounds*
Shannon M. Brady, *Nursing*
Frank Bramante, *Buildings & Grounds*
Sheldon W. Brathwaite, *Medical Records*
Anna A. Brennan, *Bunker Hill*
Andrea K. Brown, *Renal Research*
Carlton V. Brown, *Buildings & Grounds*
Kelly S. Brown, *Children's Medical Service*
Kathryn Brunick, *Dietetics*
Eileen L. Buckley, *Institute of Health Professions*
William J. Budryk, *Credit & Collections*
Christine E. Buerger, *Information Resources*
Marian O. Buescher, *Nursing*
Patricia A. Burgholzer, *Radiation Oncology*
Robert M. Burke, *Anesthesia*
Carol A. Byrne, *Neurology*
Linda A. Cahill, *Nursing*
Colleen A. Caine, *Surgical Associates*
Julie B. Canniff, *Nursing*
Edwina L. Carbonneau, *Pharmacy*
Maureen E. Cardarelli, *Radiology*
Antonio, P. Cardoso, *Computer Services*
Barbara C. Carey, *Nursing*
William S. Carroll, *Parking & Computer Services*
Christine M. Carson, *Nursing*
Maryanne Carty, *Nursing*
Frank J. Casaletto, *Buildings & Grounds*
Julianne A. Casieri, *Nursing*
Jean S. Cass, *Nursing*
Jean R. Celestine, *Dietetics*
Joyce A. Certusi, *Patient Accounts*
Paula M. Chamberlin, *Chemistry*
Yee W. Chan-Au, *Human Resources*
Henriel Chery, *Environmental Services*
Ralph H. Christie, *Nursing*
Marjorie D. Ciampa, *Surgical Associates*
Patricia E. Cline, *Nursing*
Diane K. Cocca, *Cardiac*
Heather C. Cody, *Gastrointestinal Services*
Christine K. Comeau, *Nursing*
Jean M. Comeau, *Nursing*
Claudia Comerford, *Blood Transfusion Service*
Tina M. Conlon, *Management Engineering*
Nuala Conroy, *Nursing*
Robert F. Cooke, *Buildings & Grounds*
Joseph O. Coombs, *Materials Management*
Susan M. Cooney, *Nursing*
Michelle Cordeiro, *Admitting*
Luis A. Cordero, *Environmental Services*
Jeanne M. Corliss, *Nursing*
Margaret A. Corliss, *Nursing*
Domenic Costa, *Buildings & Grounds*
Michael J. Costa, *Security*
Anne L. Cote, *Nursing*
Eleanor M. Coughlin, *Neurology*
Robert A. Coulter, *Radiology*
Susan M. Courtney, *Administration*
Patricia E. Crafts, *Pediatrics*
Juan C. Crespo, *Environmental Services*
Sheila F. Crewe, *Dietetics*
Karen M. Cronin, *Nursing*
Susan L. Cronin, *Neurology*
Carol D. Crosby, *Materials Management*
Debora Crosdale, *Materials Management*
Carmen Cruz, *Chelsea Health Clinic*
Joselito Cruz, *Environmental Services*
Kathleen Cummings, *Nursing*
Beverly K. Cunningham, *Human Resources*
Alice A. Curnin, *Social Service*
Isidro L. Dagatan, *Environmental Services*
Lynn T. Daley, *Pharmacy*
John J. Dambrosio, *Environmental Services*
Gordon J. Danieli, *Materials Management*
Sharon R. Darak, *Dietetics*
Lucia Da Silva, *Professional Billing*
Joanne M. Davis, *Nursing*
Philip J. Davis, *Gastrointestinal Services*
Michelle Debeaumont, *Gastrointestinal Services*
Rita M. Debonis, *Nursing*
Clermelie Decamp, *Environmental Services*
Jacqueline Defranco, *Nursing*
Steven G. Diemen, *Bacteriology*
Robert P. Delaney, *Security*
Karen K. Dellovo, *Renal Research*
Denise R. Dentremont, *Neurology*

1992 SERVICE PIN AWARDS

In recognition of service

FOR FIVE YEARS

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Daniel X. Di, *Radiology*
John W. Diamond, *Respiratory Care*
Virginia Dicara, *Neurology*
Deborah R. Dickey, *Radiation Oncology*
Yacov Domankevitz, *Dermatology*
Joan M. Donahue, *Nursing*
Maria L. Dos Santos, *Accounting*
Gregory F. Doyle, *Registrar's Office*
Gregory O. Doyle, *Buildings & Grounds*
Laura L. Doyle, *Human Resources*
Amanda L. Droste, *Surgical Research*
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Maryann Famiglietti, *Nursing*
Kathleen E. Farmer, *Cardiac*
Sabrina J. Federico, *Nursing*
Wilhelmina Fernsebner, *Nursing*
Nancy T. Ferullo, *Orthopaedics*
Lindsey R. Fine, *Dermatology*
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Kathryn M. Finni, *Nursing*
Glenn Fiore, *Buildings & Grounds*
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Laureen Flanagan, *Nursing*
Karen A. Flynn, *Radiology*
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Carlos A. Hernandez, *Materials Management*
Edwin Hernandez, *Materials Management*
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Rong Huang, *Diabetes*
Lori W. Hubbard, *Human Resources*
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Mohamed Itani, *Anesthesia*
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Marie E. Laurent, *Nursing*
Kayman Law, *Professional Billing*
Diane C. Lawson, *Nursing*
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Yin Lee, *Materials Management*
Michelle A. Leibson, *Rehabilitation Services*
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Marie G. Leveillard, *Environmental Services*
Paula A. Leventis, *Blood Transfusion Service*
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Luz Loperena, *Chelsea Health Clinic*
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Ange-Merry Louis, *MGH Health Associates*
Joseph H. Lumarque, *Environmental Services*
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Margaret Lynch, *Admitting*
Patricia Lynch, *Admitting*
Deborah A Lynch-Roden, *Nursing*
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Patricia A. Macinnes, *Nursing*
Jeanne E. Macisaac-Blair, *Nursing*
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Humaine M. Marcellus, *Environmental Services*
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Gloria Moran, *Nursing*
Mary J. Moriarty, *Patient Accounts*
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Meg H. Morrison, *Nursing*
Melinda A. Morrison, *Nursing*
Charlotte L. Moser, *Nursing*
Michael Moss, *Molecular Biology*
Lorna L. Muir-Thomas, *Dietetics*
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Annette L. Mullen, *Nursing*
Thomas J. Mulvey, *Nursing*
Jane D. Murphy, *Environmental Services*
Kelley Murphy, *Nursing*
Kevin M. Murphy, *Immunology*
Patricia Murphy, *Nursing*
Laura M. Naismith, *Nursing*
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Priscilla A. Nelson, *Credit & Collections*
Ritha Noel, *Environmental Services*
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Maureen T. O'Connor, *Nursing*
Erin C. O'Leary, *Nursing*
Michele M. O'Leary, *Nursing*
Maria C. O'Malley, *Nursing*
Rachelle M. O'Nanian, *Credit & Collections*
Karen M. O'Neil, *Nursing*
Mary N. O'Neil, *Nursing*
Kathleen E. Onorato, *Nursing*
Thomas N. Ouellette, *Nursing*
Phillip A. Owens, *Nursing*
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Michael J. Paolino, *Professional Billing*
Athanasia Papadakis, *OR Administration*
Gretchen A. Paradis, *Administration*
Calvin Paramore, *Pharmacy*
Yolene Paris, *Environmental Services*
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Kourosh Parsazad, *Pharmacy*
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Benjamin M. Perry, *Nursing*
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Natalie Peterson, *Human Resources*
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Joan C. Phillips, *Radiation Oncology*
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Karen E. Pickell, *Nursing*
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Kathleen M. Pierre, *Communications*
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Virginia M. Poirier, *Professional Billing*
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Maryellen Pothier, *Chemistry*
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Patricia Powers, *Surgical Research*
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Susan Pundt, *Nursing*
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Mary S. Quick, *Nursing*
Sally J. Quick, *Research Affairs*
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Rosette Rabess, *Nursing*
Lynda E. Rambeau, *Gastrointestinal Services*
John T. Randolph, *Fiscal Affairs*
James J. Raso, *Security*
Leon J. Ray, *Environmental Services*
Marie Reardon, *Rehabilitation Medicine*
Cilianne M. Remy, *Inpatient Phlebotomy*
Susan A. Ricci, *Nursing*
Carol A. Richards, *Professional Billing*
Judy J. Rieker, *Cardiac*
Patrick O'Riley, *Biomedical Engineering*
Maria E. Rivera, *Chelsea Health Clinic*
Linda L. Robbat, *Nursing*
Barbara J. Roberge, *Nursing*
Elizabeth Robinson, *Nursing*
Mary A. Robles, *Nursing*
Robin Rodriquez, *Bacteriology*
Leola M. Rolle, *Blood Transfusion Service*
David M. Romagnoli, *Respiratory Care*
Donna M. Romano, *Neurology*
Hermann Romelus, *Environmental Services*
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Dawn M. Roy, *Surgical Research*
Evelyn Rubin, *Blood Transfusion Service*
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Melina Salerno, *Nursing*
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Rudis C. Santos, *Environmental Services*
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Irene B. Schneider, *Anesthesia*
Kelly R. Schoppee, *Orthopaedics*
Gary B. Schweon, *Nursing*
William M. Scott, *Environmental Services*
Elizabeth T. Seelig, *Radiology*
Helena Seeramsingh, *Environmental Services*
Maureen Seluta, *Radiology*
Debbianne M. Shahidi, *Nursing*
Karen Shamma, *Radiology*
Howard Shelton, *Environmental Services*
Mark Sheridan, *Security*
Michaelle A. Sheridan, *Orthopaedics*
Heather P. Shutt, *Neurology*
Michele Siegfriedt, *Nursing*
Donna R. Silva, *Medical Oncology*
Karen A. Silva, *Surgery*
Paul A. Silverman, *Pharmacy*
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Rodney P. Simmons, *Materials Management*
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Patricia J. Smith, *Pedi Microchemistry*
Thomas Smith, *Information Resources*
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Rechelle M. Sprague, *Nursing*
Lillie M. Spriggs, *Nursing*
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Margaret A. Stephan, *Pharmacy*
Christine R. Stevens, *Cardiac*
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Robert Tyszkowski, *Renal Research*
Karen A. Ukleja, *Surgical Research*
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Glenda J. Vallee, *Projects Management*
Maria Valles, *Pathology*
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Miguel Vasquez, *Environmental Services*
Jeannine A. Veautour, *Radiology*
John Vetrano, *Pharmacy*
Maureen B. Vicente, *Nursing*
Jean Y. Vilarson, *Radiology*
Cesareo Villa, *Nursing*
Carlos Villegas, *Anesthesia*
Iram Walker, *Environmental Services*
Janice L. Walls, *Dietetics*
David E. Walsh, *Materials Management*
Alan L. Washington, *Environmental Services*
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Tracy R. Webb, *Nursing*
Wendy M. Weekes, *Nursing*
Ronald M. Weinberg, *Medical Records*
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Thomas B. Wheeler, *Materials Management*
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Robert G. White, *Security*
Sandra M. White, *Nursing*
Charles Whitlock, *Environmental Services*
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Linda E. Wilkins, *Respiratory Care*
Geneva L. Wilkinson, *Nursing*
Elsie M. Willant, *Gynecology*
John Williams, *Environmental Services*
Karen A. Williams, *Professional Billing*
April H. Wilson, *Radiology*
Melida Y. Wilson, *Hematology*
Woodrow E. Wilson, *Environmental Services*
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Deborah L. Wood, *Nursing*
Donna E. Wood, *Chelsea Health Clinic*
B. Robert Young, *Pharmacy*
Cynthia C. Zadai, *Institute of Health Professions*
Karen F. Zoeller, *Nursing*
Robert S. Zullo, *Pedi Microchemistry*
Sonia D. Zuniga, *Materials Management*

Ether Day

Continued from page 1

and the Boston Surgery Society. In 1991, he was awarded the MGH Trustees Medal. He recently published his autobiography, *A Twentieth Century Surgeon: My Life in the Massachusetts General Hospital.*

The 50-year honorees were Sarabelle M. Annenberg, Bacteriology; William V. McDermott Jr., MD, Surgery; Ralph A. Ross, MD, Children's Service; Milford D. Schulz, MD, Radiation Oncology; Nathan B. Talbot, MD, Children's Service; and Paul C. Zamecnik, MD, Medicine.

Dr. Winfred W. Williams Jr., of the Renal Unit, read the names of the 20-year-pin recipients at the Ether Day ceremony, and Vice President of Resources and Development Allen Peckham announced those celebrating their 25th, 30th, 40th, 50th, and 60th anniversaries.

Employees with 5, 10, or 15 years of service received their pins and the traditional carnation from their department heads earlier in the day. A reception for all honorees was held in the Walcott Room immediately after the ceremony.

MGH HOTLINE

THANKSGIVING

15 November 1990

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of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

From left are Ether Day honorees Drs. Robert Sceery of the Children's Service, Sylvester Kelley of Urology, Rudolf Toch of the Children's Service, and Leroy Eldredge, Jr., also of the Children's Service. The four have served the MGH for a cumulative 170 years.

Ether Day 1990 a milestone for nearly 900 employees

In a surgical amphitheater in the Bulfinch building on October 16, 1846, Dr. William T. G. Morton, a Boston dentist, administered ether to Gilbert Abbott. MGH surgeon John Collins Warren removed a tumor from Mr. Abbott's neck. When the patient awoke, he reported feeling no pain during

concluded on page 4

New cyclotron center will assist cancer treatment

The National Cancer Institute last month awarded the MGH a $750,000 grant to prepare detailed plans for a Proton Medical Facility. The Facility will serve as a U.S. national medical resource for treatment and research of certain forms of cancers.

Congressman Joseph Early (D-MA), a leading advocate for medical research programs, said, "this has tremendous potential to treat previously untreated types of cancers, particularly cancers of the brain." Congressman Early pointed out that this award was the result of a national competition for funds provided by Congress to the National Cancer Institute (NCI) to help maintain the leadership role enjoyed by the U.S. in this important area of cancer treatment.

The MGH, in collaboration with the Massachusetts Eye and Ear Infirmary (MEEI), and the Harvard Cyclotron Laboratory (HCL), has been the leader in this field over the past 16 years of effort in continuous partnership with the NCI. The intent is to capitalize on the impressive cancer treatment success achieved by that group for these tumors: malignant melanoma of the eye, sarcomas of the skull, and sarcoma of the tissues adjacent to the spine.

Their results have been achieved using a more than 40-year-old cyclotron built by the government just after World War II for basic research. The MGH/MEEI/HCL have treated more than half of all cancer patients treated by protons worldwide.

The current HCL proton beam is of moderate energy and can only treat tumors which are relatively close to the surface. How will the new facility change this? The planned facility will be used to assess the gains from proton therapy for more common and deep-seated tumors. The new facility will offer important advantages to many cancer patients in terms of increasing the likelihood of cure with a decreased risk of treatment-related damage to normal tissues. This optimistic statement is based upon their positive experience with some 3,000 cancer patients.

Congressman Early stated that "it is programs like this that will keep Massachusetts in the forefront of health research. The greatest benefit is the quality of care and lifesaving techniques for all our people."

New York Philharmonic salutes MGH and remembers Leonard Bernstein

On Monday, December 10, the New York Philharmonic will salute the MGH in a performance at Symphony Hall. The concert is an opportunity for employees and friends of the hospital to celebrate the tradition of excellence we all share. Presented by the Friends of the MGH and sponsored by the Bank of Boston, it is the hospital's first public fundraising event.

Eminent composer and conductor Leonard Bernstein had planned a rare appearance in Boston to help celebrate the MGH. Music lovers around the world and here at the MGH were deeply saddened when they heard of his death last month from lung failure.

In Mr. Bernstein's stead, Leonard Slatkin, Music Director of the St. Louis Symphony, will conduct the New York Philharmonic. Since 1974, Mr. Slatkin has been a frequent guest conductor with the New York Philharmonic and conducted the Leonard Bernstein memorial concerts. Mr. Slatkin also has appeared with the Boston Symphony Orchestra, the Berlin Philharmonic, the Cleveland Orchestra, the Philadelphia Orchestra, the London Philharmonic, the Chicago Symphony, and others.

Mr. Slatkin will lead the New York Philharmonic in Mr. Bernstein's Symphony No. 1 ("Jeremiah"); Liszt's Concerto No. 1 for Piano and Orchestra; and Shostakovich's Symphony No. 5, Opus 47. Andre Watts is guest pianist for the Concerto.

A catered reception for employees will precede the performance. The reception will be held from 5:30 - 7:30 pm at the Northeastern Faculty Club on The Fenway. MGH shuttle busses will take employees to the reception from the WACC. The concert begins at 8:00 pm, just blocks from the faculty club. Doors to Symphony Hall open at 7:30 pm.

Though most of the 2,600 concert tickets have been sold, $20 and $45 tickets are still available. Over the next weeks, tickets and souvenir T-shirts will be available at booths in the WACC Lobby. Ticket order forms also can be picked up at the White Building and WACC information desks.

Inside

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MGHers cope with crisis
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Halloween costume lightened the mood
page 4

Coping with crisis

The days immediately after last month's subbasement fire were crucial. Patients were not harmed, but many MGH employees had to continue doing vital tasks, often with little electrical power. MGH electricians worked around the clock to restore regular rather than emergency power in the Jackson and Bulfinch buildings within three days of the fire that destroyed one of the hospital's electrical panels. But until then, segments of the hospital ran on ingenuity and team work.

Photos on page 4

Haiyan Qi, a Research Technician on Jackson 13, works by the light of one lamp.

SERVICE PIN AWARDS — 1990

In recognition of service

FOR SIXTY YEARS

Sylvester B. Kelley, *Urology*

FOR FIFTY YEARS

Victor G. Balboni, *Medicine*
Thomas H. Ballantine, *Neurosurgery*
Bradford Cannon, *Surgery*
William R. Hill, Jr., *Dermatology*
Lewis W. Kane, *Medicine*
John G. Scannel, *Surgery*
John B. Stanbury, *Medicine*

FOR FORTY YEARS

William H. Baker, *Medicine*
Doris R. Bennet, *Pediatrics*
Antoinette Bozza, *Computer Services*
Leroy L. Eldredge, Jr., *Pediatrics*
Phillips Hallowell, *Anesthesia*
Paul M. Howard, *Psychiatry*
Kurt J. Isselbacher, *Medicine*
Maria Lorenz, *Psychiatry*
Robert T. Sceery, *Pediatrics*
Robert E. Scully, *Pathology*
Frances L. Snyder, *Nursing*
Edgar B. Taft, *Pathology*
Doris L. Turner, *Nursing*
Chiu C. Wang, *Radiation Medicine*

FOR THIRTY YEARS

Jake Applewhite, *Dietetics*
Mary E. Bigelow, *Surgical Associates*
Kurt J. Bloch, *Medicine*
Sheldon Cooperman, *Pathology*
Barbara J. Devaughn, *Ambulatory Care*
Thomas P. DiBattista, *Fiscal Affairs*
Hattie G. Edwards, *Nursing*
Carmen C. Evans, *Nursing*
Arnold D. Fiascone, *Pediatrics*
Bruce W. Fischberg, *Psychiatry*
T. Corwin Fleming, *Neurology*
Stephen E. Goldfinger, *Medicine*
John Hedley-White, *Anesthesia*
Fred Holmes, *Dietetics*
Roland P. Houde, *Radiology*
Peter G. Kimball, *Oral Surgery*
Martha H. LaFrance, *Blood Transfusion Service*
Edward Lowenstein, *Anesthesia*
Warren J. Madden, *Computer Services*
Bucknam McPeek, *Anesthesia*
Edward Messner, *Psychiatry*
Ashby C. Moncure, *Surgery*
James E. Moore, *Building & Grounds*
Raymond Osborne, *Environmental Services*
Leslie W. Ottinger, *Surgery*
George W. Rever, *Psychiatry*
Murray K. Rosenthal, *Pediatrics*
Anna Shelton, *Chemistry*
Leonard B. Shulman, *Oral Surgery*
Norman J. Simard, *Buildings & Grounds*
Rudolf Toch, *Pediatrics*

FOR TWENTY YEARS

Alma Adamson, *Environmental Services*
Donna W. Aitchison, *Credit & Collections*
Cary W. Akins, *Surgery*
Leonie Allen, *Nursing*
Nathaniel M. Alpert, *Radiology*
Alex F. Althausen, *Urology*
Hubert J. Arsenault, *Environmental Services*
Lloyd Axelrod, *Medicine*
Ann S. Baker, *Medicine*
Susan Barraclough, *Dietetics*
Bruce R. Barros, *Medical Records*
William Baxter, *Nursing*
Jeanne Belizaire, *Materials Management*
Michele D. Bell, *Clinical Administration*
Stephen Bell, *Buildings & Grounds*
Diane M. Biase, *Urology*
Peter M. Black, *Neurosurgery*
Marcelina M. Bodden, *Environmental Services*
Andrea F. Bodo, *Nursing*
Jessie M. Bolden, *Nursing*
Violet E. Boyd, *Dietetics*
Leon C. Bradley, *Computer Services*
Nadine M. Brooks, *Nursing*
Venrice N. Burgher, *Dietetics*
James F. Burke, *Anesthesia*
Clifford Bynoe, *Environmental Services*
Marquilla P. Byron, *Nursing*
Shirley Campbell, *Environmental Services*
Lorraine Capistran, *Chelsea Health Clinic*
Marian D. Carey, *Orthopedics*
Elaine Cerabone, *Nursing*
Robert M. Cerabone, *Anesthesia*
Mary S. Challela, *Fernald School*
Camille Chamblin, *Environmental Services*
Richard J. Chevrette, *Security*
David A. Chesler, *Radiology*
Keith H. Chiappa, *Neurology*
John Ciampa, *Buildings & Grounds*
Achille Ciriello, *Buildings & Grounds*
Saul H. Cohen, *Pediatrics*
Stanley H. Cohen, *Materials Management*
Patricia A. Concree, *Dietetics*
Carrie Coplin, *Dietetics*
Karen L. Cornacchia, *Hematology*
Phyllis J. Crolius, *Research Administration*
Susan R. Crossman, *Surgical Associates*
Susan Cundari, *Radiology*
Marcia A. Cunha, *Bunker Hill*
Patricia J. Damore, *Chelsea Health Clinic*
Elizabeth Davis, *Gynecology*
Judy M. Davis, *Nursing*
William A. Dawkins, *Nursing*
Mary E. Depoto, *Vascular*
Jan L. Devereaux-Reed, *Dermatology*
Gwendolin Devonish, *Environmental Services*
Ela G. Dhanak, *Chemistry*
Barbara M. Doherty, *Nursing*
Patricia K. Donahoe, *Surgery*
Marcia E. Driscoll, *Nursing*
Eterline A. Duberry, *Hematology*
Nancy J. Durham, *Transport Services*
Richard W. Elliot, *Fiscal Affairs*
Maureen A. Emde, *Nursing*
Pamela M. Enge, *Nursing*
Richard W. Erbe, *Pediatrics*
Dorothy E. Flynn, *Nursing*
Seward D. Francis, *Buildings & Grounds*
Rose Fratarcangeli, *Pediatrics*
Marion L. Freehan, *Surgical Associates*
Thomas Fuller, *Surgery*
Debra A. Gadson, *Ambulatory Care*
Elizabeth M. Gentle, *Nursing*
Patrick Geraghty, *Environmental Services*
Jeffery M. Gilbert, *Psychiatry*
Gloria C. Gilson, *Nursing*
Walter Gonczarek, *Environmental Services*
Grace A. Good, *Nursing*
Kathleen T. Gottbrecht, *Nursing*
Jane L. Griffin, *Nursing*
Jean Guerrier, *Environmental Services*
Timothy E. Guiney, *Medicine*
Joanne M. Guminski, *Medical Walk-In Unit*
Terry P. Hadley, *Dermatology*
Sarah Hall, *Dietetics*
Janice A. Hannah, *Psychiatry*
Joanne A. Hanson, *Nursing*
David L. Haynesworth, *Dietetics*
Olga Headley, *Clinical Administration*
Daphne Hector, *Dietetics*
Edward R. Heittman, *Radiology*
Dorothy L. Hicks, *Materials Management*
Ezekiel Hicks, *Environmental Services*
Richard G. Hill, *Nursing*
Michael W. Hood, *Hematology*
Millanese E. Hope, *Nursing*
Barbara E. Hoyler, *Radiology*
Gareth W. Huggins, *Blood Transfusion Service*
Ronald O. Hurston, *Psychiatry*
Mary E. Inniss, *Medical Records*
Subramanyan Jayasankar, *Orthopaedics*
Marie T. Jean-Jacques, *Dietetics*
Rosa M. Jenkins, *Dietetics*
Mary B. Johnson, *Dietetics*
Mary H. Kehoe, *Ambulatory Care*
Nancy L. Kessner, *Warren Library*
Samuel H. Kim, *Surgery*
Katharina Kirsch, *MGH Cancer Center*
Agnes M. Knight, *Fiscal Affairs*
Carlene M. Krey, *Nursing*
Henry M. Kronenberg, *Medicine*
Hazel M. Laing, *Environmental Services*
Thomas G. Lang, *Radiology*
Allen Lapey, *Pediatrics*
Annette Levitt, *Nursing*
Evelyn A. Lewis, *Hematology*
Beverly A. Linick, *Cardiac*
Michael C. Long, *Anesthesia*
Ellen A. Lords, *Nursing*
Mary E. MacLean, *Nursing*
Patricia A. Marsters, *Nursing*
Nancy B. Martino, *Hematology*
Barbara Mathews, *Dietetics*
Dorothy A. McDonough, *Chelsea Health Clinic*
Ambrose J. McLaren, *Materials Management*
Udel McLeod, *Nursing*
Diane S. McMahon, *Administration*
Richard M. Medeiros, *Bacteriology*
Stephen W. Miller, *Radiology*
Arnold M. Millington, *Medical Records*
Cynthia S. Mitchell, *Nursing*
Jeanne E. Moeller, *Hematology*
Richard Mucci, *Nursing*
Margaret Munson, *Blood Transfusion Service*
Bernice M. Nelson, *Materials Management*
Shirley A. Nelson, *Cardiac*
Ethlyn L. Nembhard, *Nursing*
Gloria Niles, *Inpatient Phlebotomy*
John W. Nolan, *Commuter Services*
Robert A. Novelline, *Radiology*
Genevieve O'Brien, *Rehabilitation Medicine*
Audrey T. O'Hara, *Transport Services*
Justin T. O'Rourke, *Clinical Administration*
David C. Osler, *Pediatrics*
Nicholas Pappas, *Pharmacy*
Dorothy B. Parker, *Surgical Associates*
Margaret M. Pashby, *Bacteriology*
Amelia M. Perelli, *Hematology*
Frank Picardo, *Materials Management*
Veronica Pierre, *Nursing*
Deborah Piggott, *Neurology*
Clare E. Pinto, *Pathology*
Janice C. Plunkett, *Nursing*
Hazel M. Powell, *Materials Management*
Shirley A. Powell, *Admitting*
Rogena Previlma, *Clinical Administration*
Srinivasa S. Raghavan, *Neurology*
Ronald W. Randlett, *Nursing*
Frank Raneri, *Buildings & Grounds*
Wm. Kenner Rawdon, *Psychiatry*
Gloria P. Reid, *Radiology*
John A. Renner, *Psychiatry*
Lilian Roberts, *Pulmonary*
Jeffrey S. Ross, *Pathology*
Kathleen A. Rund, *Nursing*
Irene E. Rutchick, *Social Service*
Bonita F. Ryan, *Cancer Center*
Edward C. Saef, *Pediatrics*
Kenneth R. Scheublin, *Social Service*
Joseph E. Schwartz, *Psychiatry*
Kathleen E. Scola, *Radiology*
Francis J. Sears, *Security*
Gino V. Segre, *Medicine*
Bhagwan Shahani, *Neurology*
John C. Shershow, *Psychiatry*
Lillian B. Silberstein, *General Store*
Maryjane Silloway, *Radiology*
Harvey Simon, *Medicine*
David P. Simmons, *Orthopaedics*
Eula B. Smith, *Environmental Services*
Nolan L. Smith, *Environmental Services*
Marlene C. Spence-Myrthil, *Pathology*
Willie Stallworth, *Nursing*
Anne Steffen, *Nursing*
Kerry W. Stevenson, *Security*
Theodora C. Stewart, *Dietetics*
Herman D. Suit, *Radiation Medicine*
David A. Swann, *Surgery*
Joyce Tabon, *Oral Surgery*
Parthena Tsohantaridis, *Environmental Services*
Viola G. Tulloch, *Nursing*
Crescenci Vanes, *Dietetics*
Cathy M. Vanhalsema, *Hematology*
Paul Wankowicz, *Anesthesia*
David F. Warnock, *Vascular*
Helen A. Warwick, *Nursing*
Donna Wentworth, *Urology*
Mabel L. White, *Dietetics*
Robert A. White, *Anesthesia*
Cecelia Williams, *Nursing*
Norman C. Wilson, *Nursing*
Roger S. Wilson, *Anesthesia*
Marlene A. Wise, *Anesthesia*
Janet M. Workman, *Cardiac*
Shirley H. Wray, *Neurology*
Warren M. Zapol, *Anesthesia*

FOR TEN YEARS

Donna Abend, *Nursing*
Robert R. Alexander, *Psychiatry*
George Alleyne, *Environmental Services*
Dianne Alpert, *Cardiac*
Keith J. Anderson, *Nursing*
Mary A. Anderson, *Neurology*
Grisel A[illegible]a, *Medical Clinics Complex*
Elisha H. Atkins, *Medicine*
Loretta O. Auger, *Nursing*
Susan M. Aylouche, *Nursing*
Diane Bachiri, *Cardiac*
Frantz Balan, *Dietetics*
Mary D. Barry, *Nursing*
Lesly Bastien, *Inpatient Phlebotomy*
Larry P. Beagle, *Physics Research*
Scott T. Belknap, *Pharmacy*
Daniel J. Biagiotti, *Nursing*
Patricia L. Biggs, *Nursing*
Rosemary Bill, *Nursing*
Dianne K. Bilotas, *Admitting*
Gregory A. Bird, *Gastrointestinal Service*
Ann M. Booth, *Pedi Michrochem*
Linda Botta, *Radiology*
Anthony J. Bouckoms, *Psychiatry*
Margaret N. Bradley, *Bunker Hill*
Ronald Bradshaw, *Communications*
Thomas J. Brady, *Radiology*
E. Diane Brindle, *Nursing*
Lynne C. Brown, *Nursing*
Howard S. Browne, *Orthopaedics*
Sarah Buck, *Nursing*
Dennis W. Burke, *Orthopaedics*
Cynthia A. Campbell, *Surgical Associates*
Marion K. Campos, *Nursing*
Mary Carey, *Institute of Health Professions*
Karen A. Carpenter, *Women's Health Associates*
Karen J. Carlson, *Medicine*
Philip Carrieri, *Admitting*
Patricia M. Carroccino, *Thyroid*
Nancy Caruso, *Nursing*
Leona L. Certusi, *Communications*
Paul A. Chiarolanza, *Clinical Adminstration*
Danny Chin, *Medicine*
Joanne L. Chisholm, *Dietetics*
Sarah W. Ciambrone, *Language Clinic*
Joan E. Clark, *Dermatology*
Mary M. Clark, *Fiscal Affairs*
Edith C. Clarke, *Nursing*
Mary G. Clifford, *Dermatology*
David J. Cohen, *Neurology*
Philip S. Cole, *Nursing*
Linda J. Collings, *Radiology*
Donna M. Comolli, *Nursing*
Michele Connolly, *Nursing*
Mary-Jean P. Conroy, *Nursing*
Lloyd R. Corkum, *Nursing*
Elizabeth A. Covington, *Cardiac*
Sandra Croteau, *Vascular*
Donna M. Crowley, *Nursing*
Lianne M. Csicsek, *Dermatology*
Paula G. Curren, *Nursing*
Margarita DeJesus, *Chelsea Health Clinic*
Nancy E. DesJardins, *ACD Administration*
Maureen E. Dever, *Nursing*
Anna DiBenedetto, *Environmental Services*
Marian DiFiglia, *Neurology*
Eleanora G. DiTocco, *Nursing*
Eleanor V. Dolan, *Radiation Medicine*
Allan J. Dolinski, *Environmental Services*
Virginia A. Donahue, *ACD Administration*
Deirdre A. Donoghue, *Orthopedics*
Murdo M. Dowds, Jr., *Psychiatry*
Joan M. Dubiel, *Nursing*
Jennifer Z. DuBois, *Pathology*
Marie E. Eames, *Nursing*
Thomas J. Eggleston, *Radiation Medicine*
Roseann Eliseo, *Radiation Medicine*
Bruce K. Ellis, *Vascular*
Anne E. Enfanto, *Nursing*
Nancy L. Etcoff, *Psychiatry*
Judith A. Eyman, *Radiology*
Barbara Fee, *Nursing*
Marin Fine Konstadt, *Bunker Hill*
Howard J. Fingert, *Surgery*
John S. Fink, *Neurology*
Paula M. Flahery, *Nursing*
James G. Flood, *Chemistry*
Laura Foner, *ACD Administration*
Joanne C. Forde, *Radiology*
Agnese G. Froid, *Radiation Medicine*
Kathleen A. Gallant, *Pediatrics*
Deborah A. Gately, *Nursing*
Susan R. Gavaghan, *Nursing*
Ann M. Geary, *Nursing*
Karen L. Gendron, *Nursing*
Cheryl A. Gerniglia, *Nursing*
Joanne E. Gessner, *Anesthesia*
Marie M. Giorgetti, *Rehabilitation Medicine*
Eugeta J. Gladden, *Dietetics*
Susan N. Goodrich, *Nursing*
Holly A. Goolsby, *Pathology*
Marie B. Gouin, *Nursing*
John P. Grabbe, *Pathology*
Lois L. Greer, *Radiation Medicine*
Karen E. Griffin, *Neurology*
Kenneth A. Griffin, *Cardiac*
Alice C. Gross, *Rehabilitation Services*
James F. Gusella, *Neurology*
Carol H. Hall, *Anesthesia*
Bridget G. Hanson, *Pediatrics*
Juliette I. Hardiman, *Nursing*
Ernest Harleston, *Security*
Sara A. Hartmann, *Nursing*
Elizabeth Hartnett, *Nursing*
Stephen Hauser, *Neurology*
Jane A. Donohue, *Blood Transfusion Service*
Karylen J. Headley, *Dietetics*
Barbara Hejnar-Lowe, *Social Service*
Maureen W. Hemingway, *Nursing*
Diane E. Herald, *Nursing*
Debra J. Hill-Smythe, *Nursing*
Ai Y. Ho, *Anesthesia*
Charles J. Homer, *Pediatrics*
Jane E. Howley, *Nursing*
Steven E. Hyman, *Psychiatry*
Barbara T. Irby, *Pharmacy*
Michele E. Jameson, *Nursing*
Stephanie H. Jofe, *Psychiatry*
Florence D. Johnson, *Dietetics*
Michael G. Johnson, *Buildings & Grounds*
Robert U. Johnson, *Materials Management*
Jill A. Jones, *Nursing*
Gary D. Joslow, *Psychiatry*
Lillian V. Kahn, *Nursing*
Joan M. Keefe, *Hematology*
Christine Kelley, *Dietetics*
Gregory L. Kelley, *Materials Management*

Lisa N. Kelley, *Nursing*
Deborah A. Kilian, *Nursing*
Deidre M. King, *Nursing*
Phillip M. King, *Chaplains Office*
Marcel Kinsbourne, *Neurology*
Kathryn Kolton, *Psychiatry*
Therese R. Kordis, *Cardiac*
Steven L. Krudop, *Radiation Medicine*
Thomas E. Krueger, *Pediatrics*
James T. Kurnick, *Pathology*
Lisa A. Kwmuntis, *Blood Transfusion Service*
Ruthanne R. Lamborghini, *Rehabilitation Medicine*
Ruth H. Lange, *Dermatology*
Debra T. Lavandier, *Administration*
Donna M. Lawrence, *Nursing*
John A. Leone, *Environmental Services*
Christopher T. Lenk, *Psychiatry*
Lorenzo Lewis, Jr., *Psychiatry*
Ruth D. Lindquist, *Nursing*
Elijahu Livini, *Radiology*
Ann M. Locke, *Nursing*
Maria J. Lomba, *Nursing*
Susan C. Loomis, *Human Resources*
Carol Ann Lorente, *Oral Surgery*
Brian D. Lynch, *Clinical Administration*
Paul E. MacGarvey, *Pedi Microchem*
Joyce A. MacKinnon, *Radiology*
Eleanor M. MacGlashing, *Surgical Associates*
Edward F. MacInnis, *Buildings & Grounds*
Ann M. Magee, *Nursing*
John T. Maltsberger, *Psychiatry*
Constance E. Mancini, *Bunker Hill*
Derek R. Manier, *Project Management*
Susan A. Maraventano, *Medical Clinics Complex*
Donna Markham, *Pathology*
Prudence D. Markos, *Rehabilitation Medicine*
Patricia A. Marotta, *Radiology*
Jane E. Marshall, *Cardiac*
Marilyn A. Martin, *Inpatient Phlebotomy*
Kathleen A. Mason, *Endocrine*
Susan Mathews, *Hematology*
Kathy A. McCarthy, *Radiation Medicine*
Mark E. McDonough, *Security*
Kathleen McElhinney, *Nursing*
Kathy T. McEwan, *MGH Imaging Center*
Sheila M. McGinty, *Cardiac*
Norma A. McGrath, *Anesthesia*
Betsy A. McGreevy, *Nursing*
Susan M. McKay, *Nursing*
Patricia M. McKenna, *Gynecology*
Julie A. McLaughlin, *Planning Office*
Ellen M. McPadden, *Nursing*
Richard McShane-Gilmore, *Radiology*
Margaret A. Merlino-McMah, *Neurology*
Deborah A. Messinger, *Surgical Associates*
Donald Meyerowitz, *Psychiatry*
David W. Miller, *Radiology*
Samuel I. Miller, III, *Medicine*
Elizabeth A. Miller, *Professional Billing*
Domenica M. Mogavero, *Bacteriology*
Denise Montalto, *Rehabilitation Medicine*
Andrea K. Morgan, *Nursing*
Kathleen A. Moynihan, *Nursing*
Jean M. Murphy, *Cardiac*
Maureen A. Murphy, *Emergency Ward*
Cynthia F. Murray, *Radiology*
Ann M. Myers, *Radiology*
Cosmo Nardella, *Medical Records*
John F. Nathan, *Rehabilitation Medicine*
Brenda A. Neary, *Pathology*
Raphael A. Nemenoff, *Medicine*
Cynthia B. Newhook, *Cardiac*
Anna E. Nicklas, *Administration*
Brian D. Niles, *Buildings & Grounds*
Emerson D. Niles, *Buildings & Grounds*
Karolyn R. Nolan, *Nursing*
James Norton, *Environmental Services*
Susan A. Noska, *Nursing*
Nicholas E. O'Connor, *Surgery*
Karen A. O'Donnell, *Pathology*
Lorraine P. Palumbo, *Planning Office*
Anne L. Paone, *Nursing*
Peter Pappagianopoulos, *Commuter Services*
Marie G. Pardovany, *Neurology*
Robert J. Park, *Dietetics*
Christine Peters, *Pathology*
Gayle M. Peterson, *Nursing*
Virginia M. Petrino, *Chelsea Health Clinic*
Louis W. Pierre, *Dietetics*
Doros Platika, *Neurology*
Dialma Poles, *Ortho Workshop*
Mary T. Pontbriand, *Chelsea Health Clinic*
Ellen H. Poulos, *MGH Health Associates*
Ann L Prestipino, *Administration*
Timothy J. Quill, *Anesthesia*
Laurel E. Radwin, *Nursing*
Joseph B. Rajaratnam, *Pathology*
Elizabeth Remon, *Dietetics*
Tanya L. Robbins, *Nursing*
Karen M. Rowell, *Bacteriology*
Kathryn L. Ruoff, *Bacteriology*
Virginia L. Sanders, *Bacteriology*
Rita-Ann C. Santangelo, *Nursing*
Jeanne A. Savage, *Blood Transfusion Service*
Robert J. Scardina, *Orthopaedics*
Nancy Schappler, *Nursing*
Diane S. McElvery, *Nursing*
Sara E. Schulman, *Nursing*
Janice M. Scullin, *Treadwell Library*
Jayne O. Sexton, *Nursing*
Elizabeth A. Seybolt, *Nursing*
Veronica A. Shaffer, *MGH Imaging Center*
Sonia A. Shea, *Nursing*
Kathleen Sheehan, *Nursing*
Peter H. Short, *Pediatrics*
Susan I. Singer, *Anesthesia*
Elaine Slaton, *Nursing*
Dale W. Sokoloff, *Psychiatry*
Bruce E. Straw, *Environmental Services*
Eileen M. Sullivan, *Utilization Management*
Donna M. Sutcliffe, *Nursing*
Theresa M. Sweeney, *Nursing*
Joan E. Tafe, *Nursing*
George E. Tesar, *Psychiatry*
Joanne D. Testa, *Chelsea Health Clinic*
Linda L. Thompson, *Nursing*
Rosemary Tintoni, *Transport Services*
Linda G. Tirella, *Rehabilitation Medicine*
Diana L. Titus, *Nursing*
Jane L. Tremble, *Radiology*
Laurence K. Tyler, *Neurology*
Marcia M. Urie, *Radiation Medicine*
Joanne Venus-Williams, *Neurosurgery*
Marilyn T. Vitale, *Nursing*
Leissa M. Vogler, *Nursing*
John C. Wain, *Surgery*
Janina K. Walach, *Dietetics*
Bruce D. Walker, *Medicine*
Robert W. Walker, *Pediatrics*
Sonya Walker, *Social Services*
Judy A. Walsh, *Cardiac*
Peggy E. Warren, *Psychiatry*
Larry L. Washington, *Security*
Anthony E. Webber, *Orthopaedics*
James P. Welch, *Anesthesia*
Arthur E. Weyman, *Medicine*
Bonitto D. White, *Dietetics*
Janice T. White, *Credit & Collections*
Virginia M. Whitehouse, *Nursing*
Allen Walter Wiegner, *Biomedical Engineering*
Clarence L. Wiggins, *Cardiac*
Althea M. Williams, *Pathology*
Jacqueline A. Williams, *Nursing*
Eunice A. Wilson, *Nursing*
Jeanne M. Wilson, *Anesthesia*
Joanne M. Wimberly, *Dermatology*
Marion E. Winfrey, *Nursing*
Margaret S. Wong, *Nursing*
Joan M. Yankun, *Nursing*
Steven H. Yawnick, *Radiology*
Jerry Younger, *Medicine*
Yong-Ming Yu, *Surgery*
Sally E. Yurkosky, *Nursing*
Joanne Zollarcoffer, *Radiology*

FOR FIVE YEARS

Lisa D. Adragna, *Management Engineering Dept.*
Peter J. Agnew, *Computer Services*
Sandra J. Alexander, *Medical Records*
Mavis Alleyne, *Environmental Services*
Dominic D. Aloisi, *Computer Services*
Darcie J. Andrews, *Psychiatry*
Susan H. Anthony, *Surgical Associates*
Margaret M Apruzzese, *Buildings & Grounds*
Janice C. Arrigo, *Radiology*
Dorothy P. Aslin, *Nursing*
Maria E. Augustyn, *Nursing*
Samia Awad, *Radiation Medicine*
Diane M. Bacigalupo, *Nursing*
Carol C. Baker, *Anesthesia*
Cynthia A. Ballan, *Nursing*
Maria A. Barbieri, *Radiology*
Betsy L. Barr, *Kidney Dialysis*
Rosemary T. Beagan, *Nursing*
Lora J. Belknap, *Nursing*
Janet A. Bell, *Nursing*
Josephine A. Belli, *Thyroid*
Rocco J. Bellone, *Buildings & Grounds*
Eddie L. Belmar, *Nursing*
Anne M. Belmonte, *Medicine*
Richard M. Belton, *Commuter Services*
Alyce J. Benn, *Anesthesia*
Marieta Bienaime, *Materials Management*
Helen A Bikkal, *Thyroid*
Melissa A. Bjork, *Nursing*
Maria Bloch, *Environmental Services*
Elizabeth H. Block, *Cardiac*
Karen E. Bolden, *Chelsea Health Clinic*
Mary K. Bombardier, *Nursing*
Evelyn E. Bonander, *Social Service*
Robyn J Bradley, *Nursing*
Keith L. Briggs, *Materials Management*
Dorothy L. Brown, *Dietetics*
Robert J. Brown, *Buildings & Grounds*
Terrance J. Bruski, *Anesthesia*
Sandra Bruvers, *Dermatology*
Linda Bryant, *Materials Management*
Nancy L. Buckley, *Gynecology*
Kathleen J. Burns, *Nursing*
Jacqueline M. Butera, *Nursing*
Susan C. Caloggero, *Nursing*
Lisa A. Campagna, *Nursing*
Elizabeth A. Cargill, *Cardiac*
Coralee C. Carrigan, *Nursing*
Joan H. Carven, *Blood Transfusion Service*
John E. Caveney, *Radiology*
Jane E. Cenci, *Nursing*
Kathryn M. Chilko, *Nursing*
Mary Christensen, *Nursing*
Alexandra T. Clyde, *Emergency Ward*
Jeanette M. Cohan, *Anesthesia*
Daniel M. Colby, *Pharmacy*
Enriqueta Colon-Rizzo, *Chelsea Health Clinic*
Pamela A. Conant, *Nursing*
Carol A. Conti, *News and Archives*
Gregory H. Corbin, *Buildings & Grounds*
Susan M. Cronin, *Nursing*
Marilyn A. Dailey, *Nursing*
Diane M. Dalton, *Neurology*
Josephine Danieli, *Dermatology*
Laurita L. Darden, *Credit & Collections*
Elise M. Davidson, *Endocrine*
Susan P. Davidson, *Nursing*
Michael Davis, *Communications*
Marilyn J. Decoulos, *Nursing*
Teresa Degiovanni, *Chemistry*
Denise A DeJoseph, *Nursing*
Brian G. Dennis, *Hematology*
Donna M. DeShaies, *Nursing*
Denise M. DeSimone, *Dietetics*
Matteo Di Nunzio, *Professional Billing*
Carmela M. DiBenedetto, *Gynecology*
Philip D. DiCarlo, *Buildings & Grounds*
Eileen E. Dirrane, *Nursing*
Joyce E. Donovan-Robles, *Emergency Ward*
Michael F. Doris, *Security*
Persephone Doulos, *Ortho Workshop*
Barbara D. Drowne, *Nursing*
Nancy J. Dunham, *Chemistry*
Catherine M. Dunn, *Nursing*
Daniel A. Dyrek, *Institute of Health Professions*
Elbert J. Enos, *Pulmonary*
Milagros Escobar, *Chelsea Health Clinic*
Jacqueline S. Eversley, *Bacteriology*
Marlene E. Fairbanks, *Pathology*
Maureen K. Fallon, *Nursing*
Deborah S. Faris, *Pharmacy*
Betty J. Farris, *Radiology*
Monica C. Ferguson, *Nursing*
Theresa M. Ferrara, *Nursing*
Katharine F. Finnegan, *Communications*
Leeann E. Fogg, *Nursing*
Joan E. Forde-Harris, *Nursing*
Michelle M. Forrestall, *Pathology*
Myrtle Frederick, *Environmental Services*
Brian M. French, *Nursing*
Donna E. Frost, *Nursing*
Valerie A. Fullum, *Social Service*
Robin L. Funderburk, *Pharmacy*
Nick Galante, *Buildings & Grounds*
Gertrude M. Gallagher, *Nursing*
Charleen M. Gallagher-Che, *Nursing*
Anjana G. Gandhi, *Nursing*
Margaret M. Gately, *Respiratory Care*
Carol R. Gelb, *Anesthesia*
Elise M. Gettings, *Nursing*
Mary C. Giannetti, *Dietetics*
Anna M. Giarrusso, *Language Clinic*
Marcia L. Giudice, *Rehabilitation Medicine*
Robert P. Goodwin, *Environmental Services*
Cynthia M. Googins, *Nursing*
Christina M. Graf, *Nursing*
Kelley A. Gramstorff, *Nursing*
Stephen P. Greeley, *Resources and Development*
Helene T. Greenberg, *Nursing*
Elizabeth M. Greene, *Anesthesia*
Diane M. Greenwell, *Radiation Medicine*
John G. Griffin, *Transport Services*
Ana B. Gutierrez, *Dietetics*
Daniel E. Hagen, *Security*
Elizabeth A. Haire, *Radiology*
David J. Hanitchak, *Planning Office*
Edith S. Hanlon, *Admitting*
Michelle M. Hanlon, *Nursing*
Lori A. Hannan, *Nursing*
Tami M. Hart, *Radiation Medicine*
Aleta S. Hartman, *Nursing*
Susan E. Hayes, *Nursing*
Edward E. Heller, *Information Resources*
Jane P. Hellier, *Nursing*
Carol T. Henkle, *Pathology*
Alfonso Herranz, *Pharmacy*
Janis Hersh, *General Medicine*
Kathleen M. Hickey, *Admitting*
Aletha Hill, *Computer Services*
Evelyn M. Ho, *Nursing*
Catherine Hotz, *Anesthesia*
Marilyn S. Hughes, *Nursing*
Shara L. Hutchinson, *Pharmacy*
Cynthia M. Hynes, *Radiology*
Janet L. Waldman, *Endocrine*
Frank J. Ireland, *Nursing*
Emeline B. Isaacs, *Administration*
Maurice C. Isenhart, *Security*
Deneya M. Jackson, *Institute of Health Professions*
Willie Jackson, *Animal Farm*
Raoul Jacques, *Commuter Services*
Marianne F. James, *Neurology*
Kathleen M. Jay-Aguirre, *Medical Clinics Complex*
Mary E. Johns, *Nursing*
Verdieu Joseph, *Environmental Services*
Pamela B. Kaplan, *Arthritis*
Eleanor F. Kasilowicz, *Nursing*
Ann M. Kelly, *Language Clinic*
Steven E. Kelly, *Admitting*
Charles G. Kenney, *Animal Farm*
Ken Khan, *Commuter Services*
Belinda C. King, *Pulmonary*
Anthony Kirvilaitis, *Clinical Administration*
Deborah S. Klein, *Nursing*
Alecia M. Laing, *Nursing*
Mary D. Leahy, *Nursing*
Darin S. Lepore, *Anesthesia*
Diane M. Lester, *Cardiac*
Barbara J. Levin, *Nursing*
Gail H. Levy, *Nursing*
Mirta H. Leyva-Coffey, *Nursing*
Karin A. Lieberman, *Nursing*
Iris Lifshin, *Medical Practice*
Susan A. Liska, *Rehabilitation Services*
Maryann H. Lonski, *Nursing*
Ines Luciani, *Nursing*
Jeannette D. Lurie, *Resources and Development*
Shirley M. Lynch, *Materials Management*
Usha MacGarvey, *Neurology*
Catherine R. MacInnes, *Neurology*
Theodore J. MacVeigh, *Cardiac*
Diane E. Macys, *Nursing*
Marybeth Maheno, *Nursing*
William P. Mailloux, *Anesthesia*
Valentino J Mandatori, *Commuter Services*
Ruthann Manozzi, *Pathology*
Maryann P. Mantville, *Orthopedics*
Margaret Marashlian, *Chelsea Health Clinic*
Linda M. Marchant, *Fiscal Affairs*
Thomas A. Marcotti, *Endocrine*
Frederic A. Marino, *Buildings & Grounds*
Michael Mason, *Medical Records*
Judith L. Massakowski, *Nursing*
Deborah K. Mayer, *Nursing*
Nancy M. McAllister, *Pathology*
Megan McCarrens, *Emergency Ward*
Sheila M. McCarthy, *Nursing*
Darleen F. McCauley, *Nursing*
Dorothy E. McComb, *Endocrine*
Sheila M. McGann, *Nursing*
Ellen K. McGilvary, *Chelsea Health Clinic*
Nancy L. McManus, *Nursing*
Manuel Medina, *Commuter Services*
Barbara A. Meehan, *Pediatrics*
Patricia M. Menard, *Nursing*
Angela Micozzi, *Nursing*
Katherine A. Mignet, *Admitting*
Kerri E. Moloney, *Nursing*
Francine M. Monahan, *Arthritis*
Nancy Monkouski, *Admitting*
Jewelnise Mooltrey, *Materials Management*
Carol L. Moran, *Revere Health Center*
Barbara E. Morin, *Blood Transfusion Service*
Charles F. Murphy, *Research Administration*
Cynthia J. Murphy, *Institute of Health Professions*
Barbara A. Narkiewicz, *Nursing*
Mary R. Niederberger, *Immunology*
Maryann Noonan, *Neurology*
Susan Norton, *Nursing*
Naseem D. Nossiff, *Radiology*
Alberta L. Grunbeck, *Nursing*
Monica R. O'Brien, *Oral Surgery*
Susan J. O'Brien, *Cardiac*
Dorothy Olimpio, *Anesthesia*
Eva Ostane, *Pathology*
Robert P. Pappagianopoulo, *Computer Services*
Brenda A. Parrelli, *Nursing*
Mary Paskos, *Materials Management*
Elsa A. Passera, *Anesthesia*
Jeanette S. Patrick, *Animal Farm*
Barbara Patten, *Bunker Hill*
Elizabeth Pereira, *Psychiatry*
Joanne M. Phelan, *Surgical Research*
Terry R. Picard, *Radiology*
Nancy A. Pierce, *Nursing*
Donna M. Pimentel, *Nursing*
Brenda M. Pineda, *Nursing*
Mary C. Pirkey, *Dietetics*
Patricia Polys, *Children's Medical Service*
Patricia R. Puopolo, *Chemistry*
Richard C. Ragin, *Pediatrics*
Carolyn A. Raoui, *Professional Billing*
Peter W. Raynes, *Commuter Services*
Helen Reid, *Professional Services Corp.*
Jennifer Repper-Delisi, *Nursing*
Linda A. Richards, *Nursing*
Janet Rickles, *Nursing*
Linda M. Riley, *Chelsea Health Clinic*
Mattie P. Rodgers, *Environmental Services*
Diane M. Rogers, *Environmental Safety*
Susan Rooney, *Nursing*
Christine A. Rothwell, *Nursing*
Donna M. Ruotolo, *Radiation Medicine*
Linda Russell, *Nursing*
Karen A. Rustom, *Medical Clinics Complex*
Elizabeth Ryder, *Anesthesia*
Adrienne Sacco-Maguire, *Nursing*
Anthony Sanseverd, *Buildings & Grounds*
Barbara M. Santosuosso, *Revere Health Center*
David W. Savage, *Environmental Services*
Helen J. Scharfenberg, *Nursing*
Julie A. Schwalm, *Nursing*
Robert D. Scott, *Pharmacy*
Nancy Seaborn, *Medical Records*
Evadne C. Seale, *Emergency Ward*
Karen J. Secular, *Management Engineering*
Veena K. Sharma, *Endocrine*
David M. Shera, *Psychiatry*
Robin M.Sherman, *Chelsea Health Clinic*
Scott B. Sherman, *Commuter Services*
Igor B. Shmidt, *Radiology*
Luz S. Sierra, *Infectious Disease*
James M. Silvia, *Nursing*
Marc D. Simmons, *Inpatient Phlebotomy*
Malcolm R. Smart, *Materials Management*
Brenda C. Smith, *Nursing*
Brenda L. Smith, *Nursing*
Kimberly I. Smith, *Nursing*
Robert A. Smith, *Buildings & Grounds*
Susan G. Smith, *Pathology*
Angela R. Solis, *Clinical Administration*

MGHers cope with crisis

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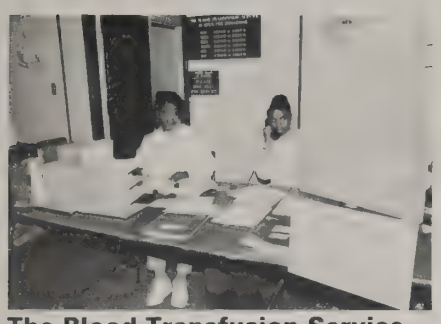
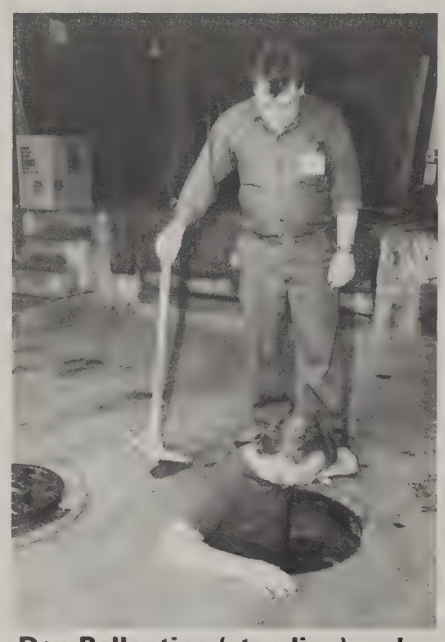


The Blood Transfusion Service (BTS) stayed open by moving their operations into the lobby of the Gray Building where emergency power supplied low lighting. From left are BTS employees Leola Rolle and Susan Nelson.

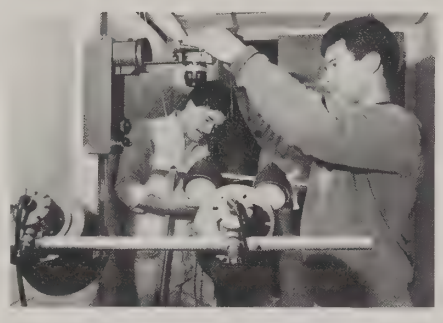
They called themselves the research group that wouldn't die. From left are Drs. Juei-Hsiung Tsai, and Mandeep Dhadly; Technician Julie Clifford; and Drs. Arthur Lee, Thomas Quertermous, Dogan Temizer, and Robert Hilkert. Making do with little light and emergency power, this research team kept up their studies of gene regulation in vascular cells.

Training and Development continued programs even though their offices were without light. Here Mary Bristol works by the scant light that filtered into her office from the hallway.

From top Brian (Stumpy) O'Callahan, Dan Irgens, and Nick Galante, Jr., begin repairs to the switchboard room that was damaged during the fire.



Dan Ballantine (standing) and Michael Johnson prepare to check the hospital's diesel fuel supply. During emergencies, power is provided by generators which run on diesel fuel.



MGH photographers Paul Batista and Ari Levine set up shop in the hallway of the Bulfinch basement. After the fire, the entire photo lab became a darkroom.

MGH electrician William Walsh dismantles the charred switchboard damaged during last month's fire.

Ether Day 1990

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surgery.

Dr. Warren's declaration "Gentlemen. This is no humbug," marked a revolution in medicine. It also set in motion an MGH tradition that is unique in its long-standing popularity among everyone in the MGH community.

For 30-year-pin recipient Jimmy Moore, Ether Day is a historical milestone as well as a personal one. "Ether Day is special because it is the first time they used ether," said the MGH electrician. "Nowadays, when we celebrate by giving out Ether Day pins, we celebrate a milestone in someone's life."

The MGH for the last 45 years has honored employees on Ether Day. Nearly two thirds of the hospital's 9,700 employees have worked here for ten years or more. And last month, the MGH recognized 886 employees who have served the hospital for 5, 10, 20, 30, 40, 50, or 60 years.

"I appreciate the continuity Ether Day represents," said MGH librarian and 20-year-pin recipient Nancy Kessner. "I like the sense of belonging to something long-term. I like being part of a proud tradition."

Among those honored was one employee who has worked at the hospital for 60 years. Dr. Sylvester Kelley came to the MGH as an intern in 1929. A graduate of Harvard Medical School, he started on the surgical service but later became interested in urology.

"Ether Day is an opportunity," said Dr. Kelley, "to honor those who have served the hospital with distinction, with dedication, and with the desire to maintain the standard of excellence which has prevailed for so many years."

That standard of excellence is also shown in how the event itself is organized. In the usual MGH spirit of team work, many come together to make Ether Day a success. Months before the ceremony, Computer Services compiles the list of honorees. The Registrar's Office provides information on physicians. Dr. Buchanan hand signs hundreds of letters and certificates.

George Terzides, Special Projects Manager for Buildings and Grounds, makes by hand the plaques for 50-year-pin recipients. The Print Shop coordinates the production of the programs. The Department of Dietetics caters the reception after the ceremony as well as the employee dinner. The Flower Shop provides the red carnations worn by honorees and the centerpieces and plants for the dinner and ceremony.

MGH photographers photograph each recipient. Environmental Services sets up the tables, chairs, and podium for the dinner and ceremony. The Electric Shop sets up the microphones. Buildings and Grounds and Police and Security also assist with the event. And Connie Leite of Human Resources coordinates these many activities to ensure that the day is a success.

Mrs. R. Morton Claflin, Honorary Trustee, was guest speaker at the October 12 ceremony. Thomas Rothwell, Vice President for Human Resources, acted as Master of Ceremonies. MGH General Director, Dr. J. Robert Buchanan, presided at the ceremony and with W. Nicholas Thorndike, Chairman of the Board of Trustees, and Mrs. Claflin presented pins, plaques, and clocks to honorees.

The names of Ether Day pin recipients were read by Dr. Cy Hopkins, Chief of Infection Control, Kathleen Walsh, Assistant General Director, and David Masters, Vice President of the MGH Professional Services Corporation.

The MGH HOTLINE is published seventeen times per year by the MGH News Office.

William E. Walch, *Vice President for Resource Development and Public Affairs*

Martin S. Bander, *Director of News and Public Affairs*

Kennetha J. Bigham, *Editor*

Halloween costume helped lighten the mood

On Bigelow 14 Wednesday (the day of last month's electrical fire in the Gray subbasement) was still Halloween. The nurses on the unit came dressed in costume. "Even though it was an intense time, the costumes helped to brighten the day for the patients and lift the morale of the staff," said Debbie Burke, head nurse.

Patient-care areas were not threatened by the fire (which was confined to one Gray subbasement room many floors below the nearest patient-care area), but for part of the day, the unit was without water. Instead of complaining, health care providers on Bigelow 14 threw a Halloween party. Patients voted on who had the best costume, and they had many to choose from.

There was Raggedy Anne in red striped leggings and a red wig. There were two clowns, one in full face paint. And an off-duty nurse visited with her six-month-old infant who was dressed as a pumpkin. The employees who forgot their costumes received a little help from their co-workers. One nurse in a green sweater was tranformed into a walking dollar bill. Patient kudos went to nurse Kris Cote, alias Raggedy Anne.

Service pin awards

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Ilse Sousa, *Nursing*
Alfred J. Spada, *Pharmacy*
Maureen P. Spencer, *Infection Control Unit*
Judith A. Spross, *Institute of Health Professions*
Richard C. Stack, *Commuter Services*
Mary L. Stacy, *Nursing*
Rosalyn A. Stallworth, *Nursing*
Annmarie Starck, *Rehabilitation Medicine*
Joanne Stella, *Radiology*
David J. Stracher, *Radiation Medicine*
Caroline M. Sullivan, *Nursing*
Tracy Svizzero, *Cardiac*
Sheila M. Swan, *Nursing*
Charlene M. Szloch, *Bunker Hill*
James L. Taaffe, *Radiology*
Bessie M. Taylor, *Dietetics*
Deidre A. Temizer, *Nursing*
Barbara S. Tempel, *Radiology*
Cynthia S. Thompson, *Nursing*
Michael Toth, *Commuter Services*
Adrienne L. Trombley, *Rehabilitation Services*
Michael A. Tsang, *Computer Services*
Elizabeth A. Uminski, *Surgical Associates*
Catherine A. Vallan, *Infectious Disease*
Elaine B. Van Nostrand, *Nursing*
Ruby I Von Dwornick, *Emergency Ward*
Susan M. Votto, *Nursing*
Emma L. Vozzella, *Oral and Maxillofacial Surgery*
Colleen F. Wall, *Nursing*
David A. Wamboldt, *Pharmacy*
Sean G. Ward, *Psychiatry*
Darlene M. Waters, *Revere Health Center*
Barbara H. Weismann, *Surgical Associates*
Margaret M. White, *Infectious Disease*
Valerie S. Wilson, *Bacteriology*
Kristin K. Wiltse, *Registrar's Office*
Marilyn G. Wise, *Social Service*
Denise M. Wishoski, *Nursing*
Patricia A. Witte, *Nursing*
Shuilin Wong, *Nursing*
Katherine F. Wood, *Nursing*
David M. Wrightson, *Biomedical Engineering*
Patricia M. Zeland, *Nursing*

PLEASE RECYCLE

MGH HOTLINE

25 November 1992

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Bartlett 9, Extension 6-2206

Multidisciplinary center will provide comprehensive breast cancer care

The MGH has launched an intensive effort to improve the treatment of women with breast cancer by establishing a Comprehensive Breast Health Center.

The new facility, reported widely in the national and local media last month, combines both immediate and long-term strategies to fight this deadly disease, which strikes one in eight American women. The strategies will include an ambitious new research initiative to determine risk factors for breast cancer.

The Comprehensive Breast Health Center will be a coordinated facility providing patient care, research, and education. Barbara L. Smith, MD, PhD, has been appointed as the center's first director.

The center will be located in newly renovated offices at Zero Emerson Place and is scheduled to open its doors next spring. However, much of its staff is already in place and working as a team, and physicians are seeing patients.

Barbara L. Smith, MD, PhD

The Comprehensive Breast Health Center

A multidisciplinary team has collaborated for several years to create the Comprehensive Breast Health Center, a single facility that will promote good health and coordinate the treatment of breast cancer patients. Surgeons, radiologists, radiation therapists, medical oncologists, pathologists, nurses, and social workers will all be part of the center's staff.

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Interactive videodisk program lets patients choose breast cancer treatment options

A woman diagnosed with early-stage breast cancer has traditionally faced an overwhelming choice of treatment options.

Between mastectomy and lumpectomy, breast reconstruction or prosthesis, and chemotherapy or hormonal therapy, the variety of options available makes the selection of treatments a daunting chore amid the devastating effects of such a diagnosis.

But a new interactive videodisk program that was recently unveiled at the MGH will help women to sort through these many options and make more informed decisions.

The program was developed by the Foundation for Informed Medical Decision Making, a nonprofit group founded by Albert G. Mulley, MD, Chief of the General Internal Medicine Unit, and several colleagues, including John E. Wennberg, MD, Director of the Center for Clinical Sciences at Dartmouth. The program was produced by the Dartmouth Interactive Video Library, directed by Joseph V. Henderson, MD. Dr. Irene Kuter of the MGH Hematology-Oncology Associates served as a consultant for the program's medical content.

The two-part program is displayed on a computer, but it looks more like an informative television documentary — except that this show is tailored to meet the specific needs of each viewer. Prior to viewing the videodisk, patients provide specific personal information that controls the program's message about various risks and benefits.

"I think every woman should be in a position to choose how much she learns," said Dr. Mulley, who conceived of the interactive videodisk program. "Some women want as much information as possible, so they can make their own choices. Others would rather delegate the decision and follow their doctors' advice."

The first program discusses a woman's surgical options — complete removal of the breast (mastectomy) or surgery that removes

continued on page 4

Medicare will reimburse MGH on heart transplants

The federal government has approved the MGH for Medicare payment of adult heart transplants, a welcome decision that is expected to increase patient referrals to our Cardiac Transplantation Program.

Steven Sauter, Director of Program Development, announced the decision to MGH administrators after receiving the approval from the U.S. Health Care Financing Administration (HCFA). He said he was "extremely pleased at the news," and he believes that it will accelerate the growth of the transplantation program.

The approval, which became effective Oct. 13, indicates that the MGH Cardiac Transplantation Program meets or exceeds a variety of strict requirements for Medicare reimbursement. Those criteria for approval include the number of operations performed each year; patient survival rates; and the existence of a "stable team," meaning that the surgeons and other specifically designated caregivers have remained with the program for a sufficient number of years.

"It's been a long time coming, and we're delighted," said G. William Dec, MD, the Medical Director of the program. A 1987 application for reimbursement was rejected because the MGH was not performing the required volume of operations per year, he said.

"The quality of care and the rate of success in our cardiac transplant program have always exceeded the Medicare approval requirements," Dr. Gus Vlahakes, Surgical Director of the transplantation program, said. "We just needed to increase our numbers."

The MGH Transplant Service is the only full-service transplant center in New England, also providing lung, liver, kidney, kidney-pancreas, and pancreas islet transplants. In addition, the hospital does bone transplants and has carried out a bowel/liver procedure.

With the new HCFA approval, the MGH and the Brigham and Women's Hospital are the only two Medicare-approved adult heart transplant centers in the Boston area.

The Medicare designation is expected to have a significant "halo" effect on third-party payors and patients who may not feel capable of evaluating the quality of such sophisticated services at specific hospitals, said Mr. Sauter, who worked closely with Drs. Dec and Vlahakes on the application for HCFA. Also, "for a lot of physicians, it will improve their comfort level in referring patients to our cardiac program," Dr. Dec said.

"As I see it, if you're not a Medicare-approved center, it's going to be increasingly difficult to keep your program going," he added. "Most third-party payors want to go to Medicare-reimbursed centers."

The MGH began doing heart transplants in 1985, as part of a consortium of local health care institutions that includes Brigham and Women's, New England Medical Center, and Children's Hospital. From July 1, 1991 to June 30, 1992, 17 heart transplants were performed at the MGH.

Although the MGH was conducting pioneering heart transplant research as early as the 1960s, clinical transplantation was instituted only seven years ago based on the success of that research.

This ice sculpture, prepared especially for the Annual Ether Day dinner (which was held Oct. 29 in the Wang ACC), depicts the Bulfinch and the Ellison Buildings.

Inside

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Employee Health Service holds Wellness Fair
page 2

United Way prize winners
page 4

Police and Security Fair

Thousands of MGH employees, many interesting exhibitors, and McGruff the Crime Dog all participated in the annual Security Fair on Oct. 15 under the Bulfinch Tent.

The event, sponsored by the MGH Department of Police and Security, created a festive atmosphere in which to address issues of safety and security. Exhibitors represented law enforcement and safety agents from the MGH and the Greater Boston area. These included the Department of Police and Security; the MGH departments of Pharmacy, Psychiatric Nursing, and Pediatric Nursing; the Suffolk County Sheriff's Office; the MBTA Police Department; and several manufacturers of security and safety devices.

The fair was well attended, with employees filtering in and out between the hours of 10 a.m. and 3 p.m. to enjoy free popcorn, apples, and hot mulled cider. A highlight of the event was a self-defense demonstration by Ed Huff, a sixth-degree black belt in karate, and Mike Casinelli, a third-degree black belt and student of Mr. Huff (see photo).

The two men, who are also law enforcement officers, are the instructors from "Street Smart Self Defense," a program held periodically at the MGH to provide basic instruction to any MGH employees on personal safety and self-defense.

A wide variety of information and literature was available at the fair. Some of the other exhibitors were the Commuter Service, the Employee Assistance Program, and the Massachusetts Crime Prevention Officers Association.

Wellness Fair

The Employee Health Service sponsored a Health and Wellness Fair in the Wellman Conference Room last month, providing flu vaccines and a variety of information on general health and fitness.

Several MGH departments held exhibits on wellness, including nutrition, physical fitness, personal safety, and mental health. Literature and materials were distributed to attendees by representatives of the Employee Health Service, the Employee Assistance Program, the Pharmacy Department, and the Police and Security Department.

Displays included information on holiday party planning without alcohol; stress and tension reduction; the use of sunscreens to protect your skin, both in summer and winter; and helpful tips on exercise, nutrition, and weight control.

The biggest attraction, however, was the complimentary flu vaccine that the Employee Health Service offered to all MGH employees. Linda Lass-Schuhmacher, RN, MEd, of the Health Service said that about 150 employees were vaccinated at the Oct. 29 event.

The Employee Health Service provides these vaccines to all members of the MGH community throughout the fall and winter.

Cardboard recycling saves money, protects environment

Building on the success of the MGH paper recycling program, the Department of Environmental Services has begun to recycle corrugated cardboard boxes.

Deborah A. Dee, the operations manager of the Waste Program in the Department of Environmental Services, reports that the cardboard recycling program, which began Sept. 23, is expected to save the MGH about $30,000 in its first year.

This new recycling project, which is limited to corrugated cardboard (the kind with ridges on the edges), has produced about a ton of cardboard per day so far, Ms. Dee said, or more than half of the corrugated cardboard used at the MGH. The hospital-wide goal is to recycle 100 percent of our corrugated cardboard.

Jamald D. Wright, a waste technician who works in the basement of the Service Building, loads corrugated cardboard into the baler used to crush and bind boxes.

The white paper recycling program has processed nearly 600 tons (1,176,414 pounds) of paper since its inception in 1989. Ms. Dee estimates that about 10,000 trees have been saved by the MGH's paper recycling. In the first nine months of 1992 alone, 334,577 pounds, or 167 tons of paper, has been recycled, saving nearly 3,000 trees.

In the Waste Operations Area in the basement of the Service Building, employees of the Environmental Services Department package the cardboard in a large mechanical baler, similar to the machine that farmers use to bale hay. The baler compresses the cardboard into a 1,000-pound bale.

The compacted cardboard is then loaded onto pallets, and employees of the Materials Management Department have pitched in by transporting the pallets to MGH Somerville. There, the cardboard is loaded onto a trailer and shipped to a mill, where it is recycled.

The containers for collecting the corrugated cardboard, which are large, green bins, have just been purchased and will be placed throughout the main campus, Ms. Dee said.

Ms. Dee, a member of the MGH Recycling Task Force (which is chaired by Assistant General Director for Support Services Jeff Davis), is coordinating this project, and she emphasized that all MGH employees should participate in this important effort.

"MGH employees have made white paper recycling a success," said Bill Banchiere, Director of Environmental Services. "We now ask them to make our cardboard recycling program as successful."

In General

The MGH is the only hospital in the nation which had *two* of its staff nurses recognized for their exemplars at the American Journal of Nursing's Fourth National Conference on Medical-Surgical & Geriatric Nursing.

Exemplars, or narratives that describe an exemplary way of providing patient care, are commonly presented at nursing conferences as a means of continuing education.

A Day of Moments Remembered by **Paula Buick, RN,** of Medical Nursing on Ellison 9, and *Prologue* by **Barbara Schledwitz, RN,** of Surgical Nursing on White 7, received honorable mentions in the AJN Clinical Excellence Contest. The nurses' names were announced at the opening session of the conference, which took place Nov. 1-4 in Philadelphia, and their pictures appeared on the conference's "Wall of Fame."

Pamela Griffin, RN, MPH, unit manager of Urology Associates in the Wang ACC, was the 1992 recipient of the Oncology Career Development Award presented annually by the Friends of the MGH Cancer Center.

Andrew C. Karaplis, MD, PhD, of the Endocrine Unit, received the Sandoz Young Investigator Award, a $500 stipend for bone metabolism researchers under the age of 40.

continued on page

George Brenner, 78, of Brockton, has good reason to give thanks this year. Admitted to the MGH on April 27 after a heart attack and a series of infections and complications, Mr. Brenner was not expected to live. His illness left him unable to breathe, walk, or even talk on his own. But after six months at the MGH and another few weeks at the Spaulding Rehabilitation Hospital, Mr. Brenner is now at home getting ready for "Turkey Day."

Shown above with him are Laura Ann Foley, RN (left), his primary care nurse on Ellison 20, and Norine McEvoy, RN, his primary care nurse while he was in the Cardiac Care Unit.

MGH HOTLINE

Certified critical care nurses gather at luncheon

The Department of Nursing's Critical Care Practice Committee hosted the first annual luncheon honoring 65 MGH nurses who have earned professional certification in critical care nursing.

The event, held on Oct. 15, included a presentation by critical care clinical specialist Joan M. Vitello-Cicciu, MSN, CCRN, who is a national board member of the American Association of Critical-Care Nurses (AACN). Ms. Vitello-Cicciu spoke on "The AACN's Vision of the Future of Health Care."

The highly technical nature of nursing has led to an increased level of specialization within the profession, and more and more professional nurses are becoming certified in a nursing specialty. At the MGH, 364 nurses are certified in specialties including surgery, oncology, and critical care nursing.

At the luncheon, the nurses were welcomed by Yvonne Munn, RN, MSN, Associate General Director and Director of Nursing, and E. Marsha Elixson, RNc, MS, the chairperson of the Critical Care Practice Committee.

"This is to show that not only does the Critical Care Practice Committee support this kind of continued, advanced education but that the hospital supports it as well. This is our future," Ms. Elixson said.

"Critical care certification represents a continued pursuit of knowledge and skills, and it should be applauded," Ms. Munn added.

Luise Sethman, CCRN, the co-chairperson of the practice committee, received special recognition as the only nurse at the MGH who has been certified by AACN in both adult and pediatric critical care nursing. The professional credential for critical care nurses, CCRN, is awarded by AACN.

The luncheon was jointly sponsored by the Department of Nursing, Merck Human Health Division, Hewlett Packard, Marquette Electronics, the Pediatric and Neonatal ICUs, and the Peripheral Systems Group.

Chaplains hold open house for Pastoral Care Week celebration

Often, the perception of a hospital chaplain's role in the healing process is limited to the image of the clergy ministering to very ill patients near the time of death.

Fr. John Carroll and secretary Lorraine Magnuson, of the Chaplains' Department

But according to the Rev. Phillip King, Director of the MGH Chaplains' Department, that doesn't even begin to describe the roles and responsibilities of the clergy in hospitals. The chaplains here at the MGH are involved in counseling and comforting patients of many religious denominations and providing spiritual guidance to all the members of the MGH community, including visitors and, sometimes, employees.

To promote the MGH Chapel and increase awareness of the true nature of hospital clergy, the Chaplains' Department provided an informational display in the lobby of the chapel as part of the department's celebration of National Pastoral Care Week from Oct. 26-30.

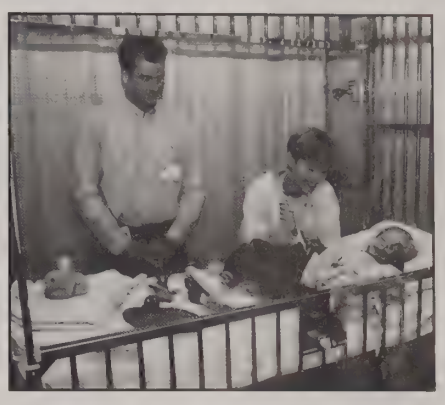
Over the course of the week, the chaplains' promotion included a special "blessing of the hands" for patient care providers after each religious service, and an informative video on hospital chaplains. Balloons, candy, and cookies were distributed, and the Stairwell Singers gave a special afternoon concert in the Chapel.

The Chapel is located on the first floor of the Ellison Building. Regular services include interfaith Noonday Prayers at 12:15 each weekday and Roman Catholic Mass at 4 p.m. every day and 7:30 p.m. Saturday. Jewish services are conducted on the High Holy Days.

A Roman Catholic priest and a Protestant chaplain are on the Chaplaincy staff and available at all times. The department's staff also includes a rabbi, an Episcopal priest, and a Greek Orthodox priest; and representatives of other traditions may be reached through the Chaplaincy Office in Clinics-3. The phone extension is 6-2220.

Spend a Day with a Nurse

Because his girlfriend is a nurse, MGH Security Officer Tom Mahoney thought it would be enlightening to participate in the Department of Nursing's annual "Spend a Day with a Nurse" event last month.



MGH Security Officer Tom Mahoney observes Lori Appleman, RN, BSN, as she takes the temperature of two-year-old Harlan Pietz, a patient of the Children's Service on Ellison 17.

"I knew that nurses were directly involved in patient care, but I wasn't really aware of the level of their responsibilities," Officer Mahoney said. "Nursing is a lot more challenging than it looks."

Officer Mahoney developed that opinion after he spent half a day following Lori Appleman, RN, BSN, on her rounds on Ellison 17. Ms. Appleman works in the Children's Service with patients ranging from infants to nine-year-olds.

While Ms. Appleman inspected an intravenous pump at a young patient's bedside, Officer Mahoney discussed the impressions he received, as a non-nurse and an observer. "She did everything perfectly, and her overall performance was very professional," he said. "I found it very interesting that there are so many different aspects to her responsibilities. Nursing entails a great many things."

He noted that Ms. Appleman made her tasks look easy. "But her job is so complex and technical, and yet so personal, as well. I was really impressed by her ability to comfort patients and do technical procedures at the same time."

The four-day annual event, which allows the Nursing Department to inform other MGH personnel about the nursing profession, was held Oct. 6-9. Barbara Carter, RN, who helped to coordinate the program, said that about 90 MGH employees from departments including Admitting, Anesthesia Research, Environmental Services, Radiology, the Treadwell Library, and Information Resources, each spent a four-hour shift observing an MGH nurse at work.

The Department of Nursing is one of the largest departments at the MGH, with about 2,700 employees, 1,700 of whom are registered nurses.

What's Happening

National HIV/AIDS Awareness Day

As part of AIDS Awareness Day on Tuesday, Dec. 1, the MGH AIDS Educational Task Force will have an educational exhibit in the Wang ACC Lobby. The exhibit will include literature and information about AIDS research and care at the MGH, as well as general information for employees on HIV and AIDS.

Are you at risk for heart disease?

The Preventive Cardiology Group at the MGH is seeking volunteers between the ages of 18 and 75 with cholesterol values greater than 240 to participate in cholesterol lowering studies. For more information, please call 6-7867.

Ski season is coming

It's that time of year again, and the MGH Ski Club has announced its 1992-93 schedule of events. Club members receive discount passes for Waterville Valley, Wildcat, Loon Mountain, Cannon Mountain, Sunapee, Attitash, Sunday River, and Mount Snow.

There is no membership fee for the club, and non-employees are also welcome. For more information on joining the MGH Ski Club, contact Lyman Garniss through MGH in-house mail at CNY-10.

Acne study

The Dermatology Clinical Investigations Unit at the MGH is currently seeking patients with acne to study a new medicine for the disease. There is no charge for participation, and remuneration is provided. Please call 6-5066 if you are interested.

United Way prize winners

The United Way Steering Committee recently conducted a drawing to select the winners of a wide variety of prizes, listed below. The prize winners were chosen from MGH employees who made donations to this year's United Way fund drive.

Grand Prize: Two round-trip airline tickets to California from American Airlines
Janice Lopez - Children's Service

$250 repair voucher at Mirak Chevrolet
Mary Bonasera - Blood Transfusion Service
David Harmon - Medical Oncology
Noel Carnavale - Surgical Upper Extremities

One night at the Holiday Inn at Government Center
Bonnie Hart - Personnel

Two nights at the Holiday Inn at Somerville (with dinner and breakfast for two)
Merry Chames - DRG Analysis

Pair of Patriots tickets
Michelle MacDonald - Radiology

Pair of Bruins tickets
Susan Dellasandro - Medical Records
Mary Daley - Social Service
Susan Kaplovitz - Planning Office
Helena Mayer - Social Service

Pair of Red Sox tickets
Mario Scoppetvolo - General Construction
Gary Butler - Metal Shop
James Maginnis - Dietetics
Helen Wong - Operations
Michele Ruggerio - Surgical Associates
Barbara McGaughlin - Utilization Review

One day off with pay
James Powell - Supply and Acquisition
Roy Brown - Building Service
Louise Powell - Building Service

One month's free parking
Susan Vasallo - Anesthesia
Anif Henry - MGH Cancer Center

The King and I - $25 gift certificate
Cheryl Mastrangelo - Accounting

MGH General Store
$25 gift certificate
Joe Green - Police and Security

MGH Flower Shop
$25 gift certificate
Laura Kelly - Social Services

MGH Beauty Shop
$25 gift certificate
Stacey Chen - Bulfinch Temps

Ruby's Deli - $20 gift certificate
Robert Gervet - OR Administration

The Coffee Connection
$10 gift certificate
Lea Coviello - Commuter Services

Metro Deli - Dinner for Four
Laurent Altenor - Building Service

The Atrium Cafe - $10 certificate
Dan Salvidar - Building Service
Janet Silverberg - Nursing
Jeff Wdow - Nursing Support Service
Haresh Daryanani - CBRC
Neil Finlayson - Buildings and Grounds

Michael's Catering Truck
$25 gift certificate
Dorothy Bakon - Dietetics

Frankie's Catering Truck
$25 gift certificate
John Hennen - Psychiatric Ambulatory Care

$100 worth of baseball memorabilia
Kevin Bonner - Building Services

One pound of chocolate from Hidden Sweets
Susan O'Connor - Psychiatric Nursing

One Sicilian Pizza
Kathy Baker-Krein - Medical Records

Interactive videodisks

Continued from page 1

only the tumor and a small amount of surrounding tissue (lumpectomy) and is followed by radiation therapy. The second program, viewed after surgery, discusses follow-up treatment such as chemotherapy or hormonal therapy to prevent cancer from recurring.

Before a woman views either program, information that describes her situation is recorded. This includes her age and medical details such as the size of her tumor and whether the cancer has spread to her lymph nodes. A computer program then sifts through all the variables so that the woman sees only the information that applies to her.

The program is easy to watch and understand. Complicated medical information is interspersed with interviews with survivors of the disease. These conversational interviews focus on the emotional toll of breast cancer.

At the end of each part of the program, a woman can choose to learn more about a given topic. This section of the program includes a description of the preparation for surgery, pictures of women who have undergone mastectomies and lumpectomies, and discussions on visualization and meditation techniques to cope with chemotherapy.

An additional benefit to these shared decision-making programs is their help in breast cancer research. A study that began this month, for example, will use the videodisk programs to learn more about how women make these decisions. Elizabeth Mort, MD, MPH, who works with Dr. Mulley, is the principal investigator of the study, funded through the MGH Cancer Center and the American Cancer Society.

The program on early-stage breast cancer is part of a new series of interactive videodisks on a range of medical problems, including lower back pain, benign prostatic hyperplasia, and mild hypertension.

Correction

A photo caption on page 4 of the October 15 MGH HOTLINE incorrectly identified Dr. H. Thomas Ballantine Jr., who recently retired from the Neurosurgical Service. In the first reference, Dr. Ballantine was correctly identified, but in subsequent references the writer mistakenly referred to the subject of the photo as "Dr. Buchanan."

In General

Continued from page 2

Dr. Karaplis received the award last month at the annual meeting of the American Society of Bone Metabolism Research. His research project was titled "Disruption of Parathyroid Hormone-Related Peptide Gene Leads to a Multitude of Skeletal Abnormalities and Perinatal Mortality."

Louis P. Bucky, MD, a first-year resident in plastic surgery, won a scientific award at a recent meeting of the Northeastern Society of Plastic Surgeons for his paper on "The Role of Neutrophil Adherence in the Reduction of Burn Injury." His research was financed by the Cannon Fund through Harvard Medical School.

A group of employees from the MGH softball league trounced a team from the Heritage Hospitals in a special Easter Seals benefit game, 7-2. The game was held last August in Melrose.

Team members are **Kerry Black, Michael Body, Ronnie Bompane, Steve Bradley, Dom Disalvo, Sean Donovan, Jerry Gleeson, Thomas Laudenslager, Edward MacInnis, Anthony Particelli, and John Schena.**

Alice Gervasini, RN, MS, CCRN has been appointed to the full-time position of Trauma Nurse Coordinator in Intensive Care Nursing. The position involves a significant leadership role in the continuing development of the MGH trauma program.

In addition, Ms. Gervasini was recently named the president-elect of the Society of Trauma Nurses. In July 1993, her term will begin as president of that association.

Grace Clancy, RN, MS, IBCLC, pediatric clinical nurse specialist in the Neonatal and Pediatric ICUs, was recently certified by the International Board of Certified Lactation Consultants. Ms. Clancy serves as breastfeeding consultant for families within the Children's Service, as well as other areas within the MGH.

Comprehensive Breast Health Center

Continued from page 1

"The important thing, from the patient's perspective, is to deliver care in an organized way," Dr. Smith said. The center's services will run the gamut from routine checkups to extensive, coordinated care by a diverse team of medical professionals.

Patient education and early detection will be emphasized, as well as a specific focus on research. The Comprehensive Breast Health Center is part of the MGH Cancer Center, directed by Dr. Kurt Isselbacher, which has made a major commitment to basic research as a way to improve treatment.

A primary focus of the center "will be to bring the rapid advancements that are being made in breast cancer research to apply to patients, especially in the area of early detection and screening patients who are at a high risk," Dr. Isselbacher said.

Dr. Smith is a surgeon in the Department of General Surgical Services, headed by W. Gerald Austen, MD. She came to the MGH from the Brigham and Women's Hospital and the Dana Farber Cancer Institute. An instructor in surgery at the Harvard Medical School, she graduated from the Massachusetts Institute of Technology in 1977, and earned a joint MD-PhD degree from the Harvard-MIT Health Sciences and Technology Program.

The phone number for the center is 6-9200.

Breast Cancer Genetic Risk Evaluation Program

This program will ultimately provide information that will help women from around the world determine their own risk of developing breast cancer.

The new risk evaluation program is the first step in a long-range effort to determine who is most at risk for developing breast cancer. This program, coordinated by molecular geneticist Stephen Friend, MD, PhD, will create the first genetic reference library for breast cancer.

A host of MGH doctors are working closely with Drs. Smith and Friend to help enlist patients from throughout Greater Boston for this major research initiative. Deborah J. MacDonald, RN, MS, a nurse genetic specialist, interviews patients individually and collects information from them. Ms. MacDonald and other researchers will collect blood samples from 400 women to assemble a genetic reference library. (The researchers are currently seeking women who have developed breast cancer before the age of 40 to participate in this study.)

The basic focus of the program is to coordinate and better organize the detection of genetic defects that cause breast cancer. Dr. Friend, a noted cancer researcher, said that because of the laborious nature of the research, results are not expected for several years.

For more information about the program, contact Ms. MacDonald at 6-7803.

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Martin S. Bander, *Director of News and Public Affairs*

Gregory P. Brown, *Editor*

SEASON'S GREETINGS

PLEASE RECYCLE

MGH HOTLINE

17 December 1992

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Harvard Medical School professorships named for Drs. Bartlett, Welch

The MGH has named two new professorships in surgery at the Harvard Medical School (HMS) for Claude E. Welch, MD, and Marshall K. Bartlett, MD, two of the most renowned gastrointestinal surgeons in the world. The naming of these two surgery chairs at HMS is a significant honor and a milestone in the long, illustrious careers of both Drs. Bartlett and Welch.

The physicians who will fill these new positions are both MGH staff surgeons.W. Gerald Austen, MD, Chief of the Surgical Services at the MGH, has named Patricia K. Donahoe, MD, Chief of Pediatric Surgery, as the first incumbent of the Marshall K. Bartlett Chair of Surgery and A. Benedict Cosimi, MD, Chief of Transplantation, as the first Claude E. Welch Professor of Surgery at HMS. These professorships were funded by the MGH Department of Surgery.

The new HMS professorships were announced in October, and a reception in honor of Drs. Bartlett, Welch, Donahoe, and Cosimi was held Nov. 4.

Marshall K. Bartlett, MD

An alumnus of HMS (Class of '28), Dr. Bartlett was a premier general surgeon during his long and distinguished career at the MGH, contributing significantly to the body of knowledge of pancreatic, biliary, and gastric surgery. He conceived of and founded the MGH Surgical Associates, the hospital's first practice plan and the underpinning of the full-time academic department which subsequently developed.

"Many of us grew up with no higher aspiration than to be like Dr. Bartlett," said Andrew L. Warshaw, MD, Associate Chief of the Surgical Services. "He had been my advisor from the time I was a medical student, and I for one stayed at the MGH on the condition that I be allowed to be on his surgical team."

Dr. Bartlett retired from clinical practice in 1973 and became the first administrative director of the MGH operating rooms. He is an emeritus clinical professor of surgery at HMS and former vice president of the American College of Surgeons. In 1989, he received his 60-year service pin from the MGH.

Claude E. Welch, MD

Dr. Welch is an internationally acclaimed surgeon and teacher who recently celebrated his 60th anniversary of service at the MGH. He is an emeritus clinical professor of surgery at HMS, an expert in the politics of health care, and a past president of many of the national surgical organizations in America. He recently published his autobiography, *A Twentieth-Century Surgeon: My Life in the Massachusetts General Hospital.*

"As a surgeon, Claude Welch was characterized by boldness, willingness to take on the toughest problems, and consummate skill in solving them," said Dr. Warshaw. "The Claude E. Welch Professorship honors a man of stature who has spent his life improving the practice of surgery and is still doing it."

Dr. Welch served as Chief of the MGH Tumor Clinic from 1957 to 1966 and was appointed a senior surgeon in 1972. He is a magna cum laude alumnus of HMS's Class of 1932.

Patricia K. Donahoe, MD

Dr. Donahoe is a world leader in pediatric surgery and best known for her scientific contributions in developmental biology and reproductive biology. Her main research interests have been in embryology and cancer.

Dr. Donahoe spent a year as clinical and research fellow at the MGH, before moving to England in 1971 to serve as senior registrar at the Alder Hey Children's Hospital.

She was appointed to the MGH surgical staff and the HMS faculty in 1973. Dr. Donahoe was named Chief of Pediatric Surgery in 1984 and became Professor of Surgery at Harvard in 1986. In 1991, when pediatric surgery was elevated to the status of a full department at the MGH, she became one of the first two women to ever be named an MGH service chief.

HMS PROFESSORSHIPS, page 3

MGH homeless program serves growing population

When the MGH was chartered in 1811, an important component of our mission was to provide health care to anyone who needs it, regardless of ability to pay. "When in distress, every man becomes our neighbor," wrote the MGH's founders when they proposed the hospital's establishment.

Dr. Michael Bierer and nurse Kathleen Cumming unload a box of new sneakers donated to their shoe bank by the New Balance Company. The shoes are given to patients of the MGH Medical Program for the Homeless.

In keeping with this long-standing tradition of providing care to the poor, an MGH clinic for homeless patients started operation in 1988 in conjunction with the Boston Health Care for the Homeless Program (BHCHP). The effort has quietly evolved into the Medical Program for the Homeless and the Committee on Homeless Persons, a hospital-wide, interdisciplinary effort.

The city's homeless population has continually grown in recent years. The BHCHP saw more than 6,000 different patients last year, and approximately 1,800 homeless people — about 5 per day — were seen in the MGH Emergency Department in 1991. Follow-up is made easier by the Medical Program for the Homeless clinic which is located in the Medical Walk-in Unit.

Dr. Michael Bierer, Director of the program, and Dr. Roseanna Means, his colleague, spend a significant amount of time counseling and advising homeless patients on how to manage their health while they have no permanent address. Anyone observing the program might see Dr. Bierer buying coffee for patients before their visit or giving them a new pair of sneakers afterward. Dr. Means may occasionally be seen driving a homeless person from a shelter to the MGH.

They have already amassed their share of success stories. One 51-year-old man, for example, was living in a cardboard box near Boston Harbor for years when he visited the MGH walk-in clinic. Social workers here were able to obtain a housing subsidy for this man, and he has been living in an apartment for over two years now.

The MGH is currently a leader among private hospitals in defining health care for the homeless. "I'm very grateful to the MGH for its strong support for this effort," Dr. Bierer said. Other MGH physicians involved in this effort are James O'Connell, MD, Director of BHCHP, and Robin Avery, MD, a fellow in infectious disease.

Attending to basic health issues requires an expanded focus of patient care to include important social issues. "Part of what I'm about is expanding the role of a doctor," said Dr. Bierer. Describing the complexities of dealing with homeless people, he said: "We're trying to help patients maximize their freedom to choose what they do with their lives. Overcoming the illness is sometimes only a small part of the

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Inside

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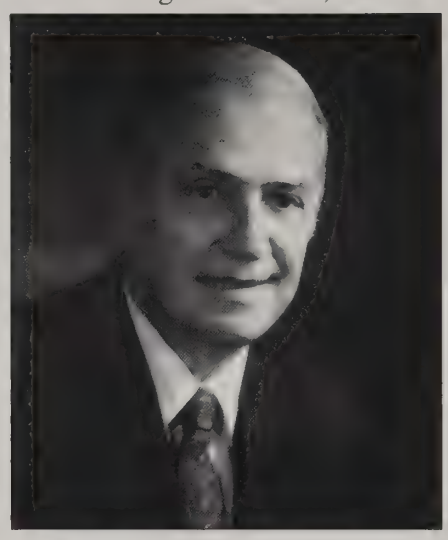
MGH Chelsea opens new Student Health Center at Chelsea High School
page 2

Surgery Chief presides over American College of Surgeons

W. Gerald Austen, MD, FACS, Chief of the Surgical Services, has been installed as the 73rd president of the American College of Surgeons (ACS).



W. Gerald Austen, MD

Dr. Austen, one of the world's leading cardiothoracic surgeons, was elected to the position last year and began his term this fall. He has been an active member of the association since becoming a fellow of the college in 1964, serving on its Board of Regents from 1982 to 1991. He was chairman of the board from 1989 to 1991.

Dr. Austen was an MGH intern and resident after graduating from Harvard Medical School (HMS), serving from 1956 to 1959. After serving as senior registrar in surgery at Kings College Hospital in London, he returned to the MGH in 1960 as chief resident in surgery and to HMS as a teaching fellow in surgery.

From 1963 to 1969, Dr. Austen was Chief of the Surgical Cardiovascular Research Unit, becoming Chief of General Surgical Services in 1969. He is also the Edward D. Churchill Professor of Surgery at HMS.

Dr. Austen has been president of the Association for Academic Surgery (1970), the Society of University Surgeons (1972-73), the Massachusetts Heart Association (1972-74), the New England Cardiovascular Society (1972-73), the American Heart Association (1977-78), the American Surgical Association (1985-86), and the American Association for Thoracic Surgery (1988-89). He has served on the editorial board of 14 medical journals, including the *New England Journal of Medicine*, the *Annals of Surgery*, the *American Journal of Surgery*, and the *Journal of Thoracic and Cardiovascular Surgery*.

ACS, the largest and most influential national surgical college in the world, was founded in Chicago in 1913. Three other MGH surgeons have served as the organization's president — Drs. Robert Greenough (1934-35), Arthur Allen (1947-48), and Claude Welch (1973-74).

New international office provides service to MGH's foreign nationals

A new division of the Human Resources Department has been created to manage immigration, visa, and cultural issues for the many MGH employees who come from other countries.

The MGH Corporate International Office, which opened in late October, will assist the MGH administration, departments, and individual employees with immigration issues. Although there is no formal mechanism in place to determine how many MGH employees are foreign nationals, it is estimated that nearly 25 percent are from abroad.

Claire Sala Ayer, Director of the International Office, said that her focus is on maintaining the hospital's compliance with federal regulations regarding the employment of immigrants and foreign nationals. "The establishment of the office is a result of the hospital's strong commitment to complying with the [immigration] laws and regulations," she said.

The MGH established an Immigration Committee two years ago to address the needs of a growing number of foreign nationals working here. "Due to the complexity of immigration-related issues, the committee determined that an office was necessary to coordinate the resources and services required in such an ethnically and culturally diverse workplace," Ms. Ayer said.

Previously, individual departments within the MGH developed their own expertise on immigration issues. However, Ms. Ayer noted, the passage of the federal Immigration Act of 1990 (a complex law which imposes severe penalties on institutions for even minor violations) prompted the administration to appoint the Immigration Committee and eventually to implement its recommendations for the Corporate International Office.

Ms. Ayer and her coordinator, Jamie Martel, have already begun fielding questions on visas, visa renewal, taxes, and travel. Eventually, they intend to provide cultural support services such as a "mentor program" for employees and their families, a database of all foreign nationals employed at the MGH, and services for immigration-related matters, including legal referrals.

The Corporate International Office is located at 75 Blossom Court, and the phone number there is 6-9211.

What's Happening

Holiday Sing

The MGH Chaplains' Department will hold its annual "Holiday Sing" from 11:30 a.m. to 1:30 p.m. on Tuesday, Dec. 22, at the Chapel on Ellison's first floor. The Stairwell Singers will be featured, and other MGH personalities are expected to drop in. The event will be televised over WMGH-TV Channel 16.

National Volunteer Blood Donor Month

January is National Volunteer Blood Donor Month, and the demand for blood is greater than ever. While more than half of all Americans are eligible to give blood, only about 5 percent actually do, according to Harold E. Warford of the MGH Blood Transfusion Service. In the spirit of this holiday season, please take the time to visit the Transfusion Service in the Gray Building and donate a pint of blood. It takes less than an hour, and the brief pain of a needlestick goes away quickly when you realize how generous you are.

Dr. Claude Welch's memoirs

A Twentieth Century Surgeon: My Life at the Massachusetts General Hospital, the recently published autobiography of MGH surgeon Claude E. Welch, MD, is available at the MGH General Store. This informative book chronicles the life of this world-famous surgeon and provides insights into the history of the MGH.

Young Adults: Living with Cancer

A new cancer support group, "Young Adults: Living with Cancer," is being held on Wednesday evenings at the MGH. The group meets at 4:30 p.m., and there is no charge for participation. For more information, please call 6-8673.

Student Health Center opens at Chelsea High School

Another positive step in improving health care accessibility for the people of Chelsea was taken this month when the MGH Chelsea Health Center, in collaboration with city officials, opened a new Student Health Center at Chelsea High School.

An opening ceremony and celebration was held Dec. 1 at the high school, with over 200 members of the medical, educational, and civic communities attending. Speakers at the event included MGH Chelsea Director Roger Sweet, MD, Medical Director Sheila Desmond, MD, and other MGH Chelsea administrators, as well as school and city officials. In attendance were Superintendent of Schools John Gawrys, Principal Elsa Wasserman, MGH Director of Nursing Yvonne Munn, and Dr. Skip Atkins.

The Student Health Center, which will serve all Chelsea High School students, provides on-site health screening, immunizations, counseling, and referrals. The staff includes a full-time nurse practitioner who is on site daily and two psychologists who make weekly rounds.

The Student Health Center was developed in response to a broad spectrum of health care needs among Chelsea adolescents, Dr. Desmond said. In this setting, parents are encouraged to maintain an active role in the care of their children, and students are encouraged to make responsible choices in developing healthy lifestyles through health care services and health education provided on site.

The Student Health Center — a collaborative effort of the MGH Chelsea Health Center, the Chelsea Board of Health, and the city's School Department — was created through funding from the Jesse Ball Dupont Foundation, the Amelia Peabody Foundation, and the JM Foundation.

MGH HOTLINE

Radiology resident attributes personal, professional success to MGH environment

Being in an environment with high standards and a reputation for excellence pushes many of us to excel.

Elizabeth Gerard, MD, for example, is a fourth-year radiology resident who has excelled in a variety of areas, both personal and professional. The most recent of her many accomplishments is a prestigious award from the American Association for Women Radiologists.

Dr. Gerard came to the MGH in 1988 as a clinical research fellow in magnetic resonance, and began her residency in 1989. She had graduated with honors from the University of California, Irvine, and in 1987 she received her medical degree from the University of California, San Diego.

While pursuing her medical education, she was a member of the US National Diving Team and a finalist in the 10-meter platform diving trials for the 1984 Olympics.

Elizabeth L. Gerard, MD, a fourth-year radiology resident and the winner of a prestigious radiology award, sits at the controls of a CT scanner on White 2.

"Diving taught me to compete within myself, rather than against others," Dr. Gerard said. She described platform diving as a sport "which pushes you to a higher level when the competition is good. It makes you gear up for the times when everyone is really hitting their dives, and it elevates the level of excitement and competition so that you're constantly striving for a personal best," she said.

She likened her athletic career, in which she competed against many of the world's finest platform divers, to her work here at the MGH. "It means nothing to win when the competition isn't that great," she said. "But here, everywhere you turn there is someone doing some great work."

Along with the responsibilities of her clinical work as a resident, Dr. Gerard has maintained a strong commitment to research. She has published four scholarly articles in the past year and a half, most of which were on the musculoskeletal system, and she recently began a clinical fellowship in gastrointestinal/genitourinary radiology.

In addition, Dr. Gerard and her husband, Steve McFarland (also a former platform diver) are the proud parents of a nine-month-old boy, Scott.

To top it all off, Dr. Gerard travelled to Chicago two weeks ago to accept the Distinguished Resident Award of the American Association for Women Radiologists. She was nominated for the award by Dr. James Thrall, Chief of Radiology, and Dr. Jack Wittenberg, Director of Education in the Radiology Department. "She has a capacity for independent activity, yet she's a team player. She's affable, honest, enthusiastic, and modest," Dr. Wittenberg said.

While she may not be competing as an amateur athlete anymore, it appears that Dr. Gerard is still hitting her dives.

MGH homeless program provides more than just medical care

Continued from page 1

process. When you're homeless, every aspect of your life can be a major challenge."

Here at the MGH, Dr. Bierer participates in a multidisciplinary committee of health care providers which meets regularly to help in enhancing the care of the MGH's homeless patients. The Committee on Homeless Persons, which consists of doctors, nurses, pharmacists, fiscal officers, and social workers, identifies barriers to caring for the homeless and attempts to eliminate those problems.

As physicans and other caregivers try to serve this population, they encounter a variety of obstacles. The most basic recommendations for recuperation — like elevating a leg or getting bed rest — might not be possible for someone living on the streets or in a shelter. Writing a prescription serves no purpose if the patient has no money to fill it. Even basic follow-up efforts are stymied because homeless people are generally transient and difficult to reach. The committee seeks to improve follow-up through better communication between the MGH and the care-providers in shelters.

One committee member, Kathleen Cumming, RN, a gerontological clinical nurse specialist on two floors of the Bigelow Building, has developed considerable expertise on the nursing care of homeless patients and works with Drs. Bierer and Means, and with Linda Kane, a social worker in the Emergency Department. The team's efforts have resulted in better discharge planning and follow-up for these patients. Also, the committee has organized several educational sessions to enhance awareness of homelessness and of the community resources available.

The Department of Human Resources, in collaboration with the BHCHP and the Medical Program for the Homeless, seeks to find jobs for qualified applicants with good work histories who are homeless. This unique effort is in its first stages. "Often, the only roadblock between a homeless person and permanent housing is a job," Dr. Bierer said.

Kathy Rice, Assistant Director of Human Resources, initiated the effort; Senior Recruiter Leslie Warner has been a key player in this part of the program. Ms. Warner speaks regularly with social workers in Boston shelters and refers skilled candidates to hiring managers with appropriate job openings. Several homeless persons have been hired in the past year.

Providing comprehensive care for homeless people requires creativity from many disciplines at the hospital. The kind of collaboration which is growing at the MGH — among social workers, physicians, job counselors, pharmacists, fiscal officers, and others — is what it takes to help some people get back on their feet.

Open house at the MGH Travel Office

The American Express Travel Office in Clinics 108 will hold an open house on Friday, Dec.18 to remind MGH employees to take advantage of this full-service travel agency.

The agency, designated by the MGH to serve its employees, offers a complete array of travel planning services for both business and personal trips, including cruises, air travel, lodging, tour packages, and recreation arrangements.

At the open house, a drawing will be conducted for two round-trip tickets to London donated by American Airlines. Eligible participants in the drawing will include every MGH employee who booked travel reservations through the American Express Travel Office in 1992.

For more information on booking your business trip or vacation, call Marisa Kazi or any other travel counselor at 6-8167.

HMS professorships

Continued from page 1

A. Benedict Cosimi, MD

Dr. Cosimi has been recognized around the world as one of the foremost surgeons in the field of organ transplantation. His interest in transplants began in medical school and has continued throughout his career. He has done extensive research in the control of rejection in transplant patients.

Dr. Cosimi came to the MGH for his internship and completed his surgical training in 1970. He spent the next two years as the Assistant Chief of the Transplant Unit at Wilford Hall US Air Force Medical Center in San Antonio, Texas. In 1972, he was appointed to the MGH surgical staff and the HMS faculty.

In 1990, he succeeded Dr. Paul Russell as the Chief of the MGH Transplantation Unit.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Gregory P. Brown, *Editor*

The following letter was received last month by MGH General Director J. Robert Buchanan, MD.

Dear Dr. Buchanan:

It is with great pride that I write to commend you, the Massachusetts General Hospital Board, and the staff of a magnificent edifice.

Five years ago I brought my husband, Harry, there on an emergency basis. Unfortunately, his time had come and after receiving the best of care, he passed away.

Recently, on learning that I suffer from cancer, my return was inevitable. In the past, doctors like Glenn LaMuraglia, Christopher Coley, and Randall Gaz, just to name a few, were outstanding.

My new venture began with Dr. Leslie Ottinger, a super doctor with a super staff, including Dr. Kim Kirkwood, Dr. Ralph de la Torre, Susan Crossman, and Maryellen Kelley.

When I arrived in the hospital with butterflies in my stomach, two lovely ladies, Cathy Morance and Danielle Cole, receptionists, met me with smiles on their faces.

It is impossible to name all the kind, courteous people one encounters. The following, at least, should be commended: Mandi Bulette and Barbara Dunderdale (nurse managers), Susan McKay, Linda Thompson, Pat Wright, Carolyn Casale, Joan Collins, Marie Bennett, Carrie Vanish, Marianne Preziosi, Maria Garcia, Queenie Simmons, Suzanne Dearborn, Christine Gray, Florence Furlong, Louise Powell, Michelle Ouellette, Marie Piperre, Brenda Smith, Sonia Shea, Bill Perry, Dr. David Strompfer, Dean Carthy, Beth Roban, Meg Carey, Leah Wood, Edric Lake, and Ann Hobart.

The list may be long, but the appreciation they deserve is longer. Again, I will be continuing my radiation with two old friends, Jerry Roper and Ena Chang. Also, my thanks to Dr. Simon Powell, and his very capable staff, including Dr. Lisa Kachnic, Robin Delaney, Patricia Calderone, Jackie Travers, Douglas Cumming, J.C. Thakeral, and Gregory Keap.

Sincerely,

Laura Harotian
Winthrop, Mass.

The first annual Deborah Wing Memorial Lecture, in honor of an MGH neuroscience nurse who passed away in late 1992, was conducted in the Walcott Rooms of the Wang ACC on Nov. 19. The guest speaker, pictured at left, was Anna Yoder, RN, the Director of Government and External Issues for Nursing at Beth Israel Hospital. Her address was on "Leadership in Nursing: Competence, Caring, and Courage."

The MGH AIDS Educational Task Force conducted an exhibit in the Wang ACC Lobby on Dec. 1, which was World AIDS Awareness Day. Staffing the booth are Linda Lass-Schumacher of the Employee Health Service and Karen Gacicia of Ambulatory Care Nursing.

United Way campaign winds down

As the 1992 United Way fundraising campaign draws to a close, volunteers among us are making a final effort to at least match last year's results.

Thomas R. Wonders, chairman of the 1992 MGH United Way Steering Committee, said that his latest tally puts the 1992 campaign at about $181,000, which is 15% less than the amount generated by the MGH fund drive last year. A total of $211,335 was raised in 1991.

"We're down to the last few days, and I don't know if we're going to be able to match last year's figures," Mr. Wonders said. "The United Way is behind in its fundraising on all levels — national, local, and here at the MGH."

The United Way of Massachusetts Bay, an organization that is separate and autonomous from the United Way of America, serves nearly 1.7 million people through more than 200 local health and human services agencies throughout eastern Massachusetts. Youth programs, soup kitchens, shelters, HIV/AIDS outreach programs, and counseling centers are just a few of the social services provided by United Way agencies. Some of these services will certainly be cut if United Way fundraising falls below last year's level.

In recent years, the United Way has relied on MGH employees for a substantial portion of itd local contributions, particularly in areas of leadership giving. The Holyoke Society, a group of the United Way's most generous contributors from the medical profession, has traditionally had more doctors from the MGH than any other area hospital, Mr. Wonders said. This is a special appeal to all MGH physicians to consider making a contribution this year.

At the bottom of this page is a sample pledge card, which MGH employees can fill out and return to one of the following: a department representative, a drop-off box in Weekly or Monthly Payroll, or by house mail to Thomas Wonders, Research Affairs, CNY-1. For more information on the Holyoke Society, please contact Mr. Wonders at 6-5858.

Please give anything you can.

UNITED WAY OF MASSACHUSETTS BAY
1992-93 MGH PLEDGE CARD

I want my contribution to be as follows:
☐ Payroll deduction beginning January 1993. Please deduct $ from each of my paychecks for a total of $
☐ I am enclosing a payment (cash or check) of $ (Make check payable to United Way of Massachusetts Bay.)
Signed_____ Date_____
MGH Unit no._____

In General

David Blumenthal, MD, MPP, Chief of the Health Policy Research and Development Unit, has been awarded a $198,776 grant from the Robert Wood Johnson Foundation. The one-year grant will enable Dr. Blumenthal to study whether principles of industrial management science are applicable to the doctor/patient relationship.

Judith A. Lewis, RN, PhD, the interim associate director of the Graduate Program in Nursing at the MGH Institute of Health Professions, has been elected to the Cabinet on Nursing Research of the Massachusetts Nurses Association.

Robert J. Scardina, DPM, Chief of the Podiatric Unit and Director of Podiatric Medical Education at the MGH, has been selected to serve as a member of the Technical Consulting Group Panel for Podiatry as part of the Harvard Resource-Based Relative Value Scale Study. Dr. Scardina will be one of five nationally selected panel members providing expert assistance in the development of resource-based relative values for the specialty of podiatry, which were not included in previous phases of the study.

Director of Police and Security **Bonnie Michelman** delivered the keynote address at a regional meeting of health care security professionals. Ms. Michelman attended Expo '92, a conference sponsored by the International Association for Healthcare Security and Safety, last October in Lewiston, Maine. Her keynote address was on hate crimes in the health care setting.

Pediatric nurses **Celine Mani, RN, Kathryn Pazola, RN, Sheila Brown, RN, Heidi Grant, RN, and Barbara Healey, RN,** recently collaborated to publish *A Guide for Families of Children with Cancer.* The printing of the book was financed by the Friends of the MGH Cancer Center. Ms. Pazola, who works on Ellison 17, recently spoke at the Fall Workshop of the American Cancer Society in Franklin County on "Helping Children Cope When a Parent Has Cancer."

Virginia Curtin Capasso, RN, MSN, a cardiovascular-pulmonary clinical nurse specialist in the Surgical Nursing Service, published an article on her role at the MGH in *Boston Nurse News.*

PLEASE RECYCLE

MGH HOTLINE

7 January 1993

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MGH patient recovers from heart transplant operation

Virginia Hodell, mother to nine children and foster mother over the years to 45 others, always had a big heart. Now she has a new one.

On Nov. 17, Mrs. Hodell underwent a heart transplant at the MGH. The transplant was a success, and Mrs. Hodell was able to celebrate Christmas with most of her family, who travelled from Syracuse, N.Y., to Boston to spend the holiday with her.

Family means everything to Mrs. Hodell, who is 58 years old. Her husband, Stanley, is a detective for the Syracuse Police Department's criminal investigations department. Their children range in age from 8 to 30, and five of the nine still live at home. (Two were born into the family; seven have been adopted.) Mrs. Hodell is eager to meet her second grandchild, a girl, born just before Thanksgiving.

"I think the reason that I wanted a heart transplant so badly is that I have a lot of kids," Mrs. Hodell said. "My youngest [Christopher] is only eight. I want to watch him grow up."

It is a happy ending to a story that began unhappily four years ago, when Mrs. Hodell suffered cardiac arrest while attending a state fair in Syracuse. Rescue workers administered CPR (cardiopulmonary resuscitation). Her heart started beating again, but her heartbeat remained rapid and erratic, so rescuers continued CPR.

Mrs. Hodell was treated at the University Hospital-SUNY (State University of New York) Health Science Center in Syracuse. Although Mrs. Hodell survived, her heart was severely damaged.

Her doctors prescribed procainamide, an antiarrhythmic agent, to control the erratic beating of her heart. Mrs. Hodell did well for about a year. But when the drug caused lupus, a disease that inflames and damages the body's connective tissue, she had to stop taking the drug. The doctors prescribed other medications, but none worked. Mrs. Hodell began suffering heart palpitations due to ventricular tachycardia, an abnormally fast-beating lower heart chamber.

In May 1991, Mrs. Hodell received a defibrillator implant at the Hospital of the University of Pennsylvania. The implant was supposed to send out electrical jolts every time her heart stopped beating, to get it started again. Normally, the defibrillator should go off only a few times a year. Mrs. Hodell's defibrillator went off 28 times — a sign that her heart was weakening.

Meanwhile, Mrs. Hodell developed uterine cancer. Since her heart was so weak, doctors could not perform surgery. Instead, Mrs. Hodell began radiation treatments in November, 1991. Fortunately, doctors caught the cancer early enough, and she now appears cancer free.

Mrs. Hodell received a pacemaker in early 1992, and she did well until the summer. While camping in Virginia during a family vacation, she suffered congestive heart failure. Her heart was not pumping well enough to keep blood and other fluids from pooling. The family vacation turned into a vigil at a nearby hospital.

Released after five days, Mrs. Hodell and her family returned to Syracuse. A week later, she was back in a Syracuse hospital. This time, her doctors knew that Mrs. Hodell's heart was beyond repair. The only answer was a transplant.

Mrs. Hodell transferred from the hospital in Syracuse to the MGH on Aug. 18.

Dr. Marc Semigran, Associate Medical Director of the MGH Cardiac Transplantation Program, was Mrs. Hodell's physician. "She was quite ill at that time because of her heart failure, and easily became

MGH PATIENT RECOVERS, page 3

"Names Project" AIDS quilt comes to MGH in February

Educational sessions to be held for employees

A segment of the Names Project AIDS International quilt, which has been exhibited around the world, will be brought to the MGH during the week of Feb. 8 for an exhibit and educational program.

The AIDS quilt is a giant blanket comprised of panels with embroidered art indicating the names of AIDS victims who have died. It has been exhibited all over the world to increase awareness of the disease.

Because of the huge size of the quilt, only a portion will be exhibited here. The quilt will be shown at both the main campus and MGH East. On the first two days, Feb. 8 and 9, the quilt panels will be at MGH East, and the main campus will have the panels for the final three days of that week.

An educational program for all MGH employees will be presented in conjunction with the exhibit. The program will be divided into a section for caregivers and another for non-caregivers.

On Tuesday, Feb. 9, a full-day educational program for caregivers will be held in the first-floor conference room at MGH East from 8:30 a.m. to 4:30 p.m. Topics to be covered include AIDS epidemiology, research activities, treatment, and home care for AIDS patients. "Common Threads," an Emmy-award winning video presentation, will be screened on this day, and a panel discussion featuring AIDS patients will be held.

CEUs will be awarded to nurses and social workers for attendance at this session, which is sponsored by the AIDS Educational Task Force. For registration information, call Linda Lass-Schuhmacher at 6-1625.

On Feb. 10 and 11, two 30-minute oral presentations on AIDS will be spaced over the course of both days. The presentations, which are designed for non-caregivers, are

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MGH Blood Bank seeks donations from employees
page 4

Ruth Sleeper, pioneer of nursing standards, dies at 93

Memorial service scheduled for Jan. 21

Ruth Sleeper, a former director of the MGH School of Nursing and Nursing Service and a pioneer of the nursing profession, died last month at her home in Braintree after an extended illness. She was 93.

Ms. Sleeper held honorary doctorates from Boston University, Albany Medical College, Wheaton College, and Hood College. A film, "The Ruth Sleeper Story," was produced by the National League of Nursing to depict her life and nursing career.

Ms. Sleeper served simultaneously as Director of the MGH School of Nursing and the Nursing Service from 1946 to 1966, at a time when nursing was slowly evolving from a hospital-based apprenticeship to a profession that required academic training as well as hands-on experience.

During her tenure, Ms. Sleeper revised the curriculum at the MGH School of Nursing to include 28 months of classroom instruction with 9 months of practical training in the wards of the hospital. Although this combination of academic and vocational training is now standard, at the time it was viewed as a bold experiment.

As president of the National League of Nursing Education (1944-48) and president of the National League for Nursing (1955-59), Ms. Sleeper was also a key player in a national effort to raise the standards of nursing schools.

At the time, both the National League for Nursing Education and the

RUTH SLEEPER, page 2

MGH employee takes a bite out of crime

Without even realizing it, Maria Cartegena, an employee of the Environmental Services Department, became an MGH Crime Biter.

Last month, while working on her unit, Ms. Cartegena noticed an individual wearing an MGH identification badge and an appropriate uniform. She observed the person trying to gain entry into a room that she knew to be off limits, and immediately telephoned the Department of Police and Security.

The suspect had fled into a stairwell, but police later apprehended and arrested the individual with the help of Ms. Cartegena's detailed description. It turned out the culprit, who was not even an MGH employee, had identification badges for several area hospitals.

Ms. Cartegena's awareness of her environment and willingness to contact the police were lauded by MGH Director of Police and Security Bonnie Michelman. "Maria noticed something out of place and reported it, which is a service to all our employees, patients, and visitors," she said.

Ms. Cartegena received an MGH Police and Security watch, and her name was put on a plaque outside the department's office in the Clinics basement. She is pictured above with Magruff, the ever-present crime dog, and MGH Director of Police and Security Bonnie Michelman.

Red Line employees bring the Christmas spirit to pediatric wards

The employees of the MBTA's Red Line brought Santa Claus and nearly $1000 worth of donated gifts to the pediatric wards on Ellison 17, 18, and 19 on Christmas Day.

The second annual visit by St. Nicholas and his elves from the MBTA was coordinated by Red Line supervisor Mike Mulhern, Chief Inspector Tom Lydon, and MGH childlife specialist Sally Cave, RN.

Funds were raised over the course of the past year by all the employees of the Red Line service between Park Street station and the Charles/MGH station. The program is one of many charitable efforts conducted each year by the Red Line employees.

"Our employees are always trying to do good things like this," Mr. Lydon said. "The kids up in Ellison can see us working down here, so we thought we'd send something over to lift their spirits."

Presents were distributed to all the pediatric patients who were staying in the hospital on Christmas Day, Mr. Lydon said.

"Names Project" quilt coming in February

Continued from page 1

"HIV: How You Get It, How You Don't" and "What's Happening in AIDS Research at the MGH." These programs will be presented at the Clinics 1 Amphitheatre.

For the non-caregivers, there is no pre-registration and all employees are encouraged to attend. A full schedule will be posted in late January.

Season's Greetings and best wishes for a Happy New Year from the Office of News and Public Affairs.

Ruth Sleeper dies at 93

Continued from page 1

American Nursing Association had begun encouraging colleges and universities to establish schools of nursing that granted bachelor of science degrees. The two organizations also developed accreditation standards for hospital-based schools.

Ms. Sleeper received a diploma in 1922 from what was then the MGH Training School for Nurses, the third oldest Florence Nightingale school of nursing in the country. She earned a bachelor of science degree (1925) and a master of arts degree (1935) from Teachers College, Columbia University, in New York.

In the 1950s Ms. Sleeper served as a nursing adviser for the US State Department in the US Delegation to the World Health Assembly. She had at various times held leadership posts with the United Community Services, the American Red Cross, the International Council of Nurses, and the Nursing Advisory Council of the Veterans Administration, as well as a number of other national, regional, and local organizations. At one time she was the representative of two national nursing organizations at the Status of Women Commission meeting at the United Nations headquarters.

Ms. Sleeper was born in Manchester, N.H., and she lived in Braintree for 30 years.

A memorial service will be held in the MGH Chapel at 10 a.m. Jan. 21. All MGH employees are welcome.

Memorial donations may be sent to the Ruth Sleeper Media Center at the MGH Institute of Health Professions, Graduate Nursing Program, c/o Maureen Groer.

MGH nursing through the years

A group of MGH nurses gathered last fall to participate in a video project on the history of nursing at the MGH. Pictured standing in the back row, from left to right, are Ann Cahill, '45, Dorothy Mahoney, '52, Paul Craigie, '79, Mary Macdonald, '42, Mary Larkin, '76, Jo Birdsey, '63, Helena McDonough, '66, and Genevieve Fitzpatrick '53. Seated, from left to right, are Linda Lass-Schuhmacher, '67, Marlene Norton, '61, R. Louise McManus, '20, and Mary Caira, '59.

MGH HOTLINE

Holiday Cheer at the MGH

The front entrance to the White Building, one of the main entrances to the MGH, is shown here as two employees of the Electric Shop work on the wiring for the lights on a Christmas Tree. The electricians are Dan Irgens and Ed Elwell.

The holiday spirit is evident in the smile of Michael McNeil, an 11-year-old patient of the Children's Service on Ellison 18, during a visit from Eben the Bear the week before Christmas. The annual holiday visit, sponsored by Jordan Marsh, cheered up many of the young patients, while adolescents on the pediatric ward also got a kick out of the six-and-a-half-foot teddy bear.

MGH patient recovers from heart transplant operation

Continued from page 1

short of breath," Dr. Semigran recalled. There was an added worry as well. "We knew that at any moment, Mrs. Hodell could suffer a lethal arrythmia," said Dr. Semigran.

Mrs. Hodell waited three months before a suitable heart became available through the generosity of an anonymous donor.

Jean Cass, RN, was Mrs. Hodell's primary care nurse during the long wait for a heart transplant. During that time, Mrs. Hodell grew to trust and depend on Ms. Cass so much that she asked that "Jeannie" be present when it was time for the transplant. Ms. Cass agreed — even if it meant coming back into the hospital when she was off duty. As luck would have it, a suitable donor was found while Ms. Cass was on duty. She was able to stay with Mrs. Hodell right up until the moment she was wheeled into the operating room.

Dr. Gus Vlahakes, Surgical Chief of Heart Transplantation, performed the transplant surgery. Sheila Duffy, RN, became Mrs. Hodell's primary care nurse on the transplant unit once the operation was completed. Cardiotransplant coordinator Sally A. Keck, RN, coordinated the team's efforts from the initial evaluation when Mrs. Hodell was admitted to the hospital right through discharge planning and outpatient followup.

Mrs. Hodell was released from the MGH on Dec. 2, only two weeks after her transplant.

Although she is quick to praise the MGH staff for their expertise, she also credits a higher power. "I just think of all the people who were praying for me," Mrs. Hodell said. "I'm sure that's why I've recovered so quickly."

Mrs. Hodell also credits her daughter Mary for keeping her spirits up. Mary, who is 23 and just graduated from college, made the kind of sacrifice many Bay Staters can appreciate nowadays: she turned down a job offer in Syracuse to stay with her mother in Boston. While staying here, she also serves as a volunteer at the MGH.

Mary remembers Mrs. Hodell as an active mother and is hoping the heart transplant will enable her to regain her health. "She'd get right down on the floor and play with us as kids," Mary recalled. "Everyone in the neighborhood liked to come over to our house. Sometimes there would be 30 kids in the house at once."

"Oh, Mary, not that many," protested Mrs. Hodell, laughing.

"Well, maybe 15 at once," Mary said.

Community and church also provided crucial support. The Police Department and Most Holy Rosary Church in Syracuse held a joint fundraiser to help defray expenses. Mrs. Hodell's brother-in-law, Michael Hodell, also helped financially.

Although the outcome for Mrs. Hodell has been happy, she thinks often of the anonymous donor who made her own second chance at life possible. "I'm sure [the donor's] family has been devastated by this loss just before Christmas," Mrs. Hodell said. "So we've been praying for them too."

Some of Mrs. Hodell's children have already signed up as organ donors, as a way of expressing their gratitude for their mother's second chance at life. Her other adult children plan to as well.

Mrs. Hodell continues to receive outpatient care at the MGH. She and Mary have been staying at the Family Inn in Brookline, a non-profit home away from home for organ transplant patients. The Family Inn provides accommodations for 10 families at a time.

The MGH Cardiac Transplantation Program — led by Dr. G. William Dec, Medical Director — recently received approval for Medicare payment of adult heart transplants. The approval indicates that the MGH program meets or exceeds a variety of strict requirements for Medicare reimbursement. Those criteria for approval include the number of operations performed each year, patient survival rates, and the existence of a 'stable team,' meaning that the surgeons and other specifically designated caregivers have remained with the program for a sufficient number of years. The approval is expected to accelerate the growth of the MGH transplantation program.

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Martin S. Bander, *Director of News and Public Affairs*

Gregory P. Brown, *Editor*

Blood Bank needs more MGH employees to donate

In recognition of National Volunteer Blood Donor Month, the MGH Blood Transfusion Service is stepping up its efforts to recruit donors from among MGH employees.

In 1992, about 7 percent of the people who appeared at the blood bank on Gray 1 to donate were MGH employees (957 out of 14,347 donors).

This year, the Blood Transfusion Service has been soliciting donations from various departments at the MGH, but all employees who are new donors are encouraged to take the time to donate a pint of blood, especially this month. The blood bank's goal is to increase MGH employee donations by 15 per day. Employees who would like to learn more about blood donation should call 6-8171.

Christopher Stowell, MD, PhD, the Director of the Blood Transfusion Service, said that demand for platelet donations is also very high and will continue to grow when the Bone Marrow Transplant Program is established. Platelets are needed to prevent bleeding in patients who are being treated for leukemia or other cancers or who have had a bone marrow transplant.

Platelets, the blood cells that stop bleeding, can be donated by a procedure called plateletpheresis. In this procedure, the donor's blood is drawn out of one arm and into a machine that extracts the platelets and returns the blood through the other arm. The only difference between donating blood and donating platelets is that it takes a little more time, and appointments must be scheduled by calling Janet or Bozena at 6-8171.

In addition, the Human Resources Department wishes to remind employees that they are entitled to take one hour out of their regular work schedule to donate blood here at the MGH's Blood Donor Center, located off the Gray 1 lobby.

What's Happening

MGH Research Symposium and Poster Session

The MGH Research Symposium and Poster Session will be held Wednesday, January 20, at MGH East.

Presenting the breadth of research at the MGH, the event will feature more than 150 MGH scientists giving both basic and clinical reports. From 10 a.m. to 1:30 p.m., the poster session will be held in the lobby of MGH East. From 2:30 to 5:30 p.m., a variety of oral presentations will be given.

From 1:45 to 2:45 p.m., Lucy Shapiro, PhD, will present "The Control of Timing and Spatial Organization During Cellular Differentiation" in the first-floor conference room.

Volunteers wanted for study

The MGH Preventive Cardiology Group is seeking volunteers between the ages of 18 and 75 with cholesterol values greater than 240 to participate in cholesterol lowering studies. For more information, call 6-7867.

International Office provides tax seminars

The Internal Revenue Service (IRS) will provide a free presentation on U.S. taxes to assist MGH foreign nationals in the preparation of their 1992 tax returns.

Two one-hour programs, sponsored by the Corporate Internation Office, will be conducted at 11:30 a.m. and 1:30 p.m. on Monday, January 11, in the Wellman 1 Conference Room. Appointments for individual tax consultations with IRS representatives can be made at these sessions. For more information, call the International Office at 6-9211.

In one sense, my father never left me alone

By Meschac Alexandre, Environmental Services

(Editor's Note: Here at the MGH, one of the many benefits of employment is the variety of educational programs for employees. Among those offerings is the English as a Second Language Program. There are many MGH employees, from Environmental Services to Research Affairs, whose primary language is not English. Courses vary in skill levels, from extremely limited to highly advanced.

The following essay was written by Mr. Alexandre of the Environmental Services Department for his Level 4, or High Intermediate, English class.)

We cannot be born into this world without a father. Yet, there are different kinds of fathers. In this story, I would like to tell you about my father.

The reason that I want to talk about my father is because of the way he treated me when I was young. As a friend he led me. Even when I didn't understand him, he always spent time with me and taught me the word of God. This has always been the most important thing in my life.

My father was a farmer and a hard worker. He didn't work for someone else, but he spent his whole life working extremely hard to sacrifice for his children. As a result, though we didn't have much money, he was able to send us to school.

Even when I was a teenager, my father never left me alone. He always called me and asked if I had any questions regarding my future. In all my life I will never forget him. When I think of my father, I recall him as in a dream.

When posed the question, "Who has made a difference in your life?" I think first about my father. This is not because I disregard my mother. However, my father was a friend, as well as a teacher and leader for me.

Today when I think of him I feel so sad. Why? Because he went to heaven so soon after I finished my education. When I started my first job, I had a dream of building a good house for my father. What sadness I felt — and still feel — that he died before I was able to make my dream a reality.

Because of the sadness I felt around me, I left my hometown of Port au Prince, Haiti. And, although I will never forget my hometown, the thoughts of dreams that never came true are too strong for me to remain there.

So, living here in Boston, in the United States, I am able to think only of the memories of my father and who he is for me in my life. In this way, my father is with me forever.

In General

The elected leadership of the Association of American Medical Colleges has selected **J. Robert Buchanan, MD,** the MGH General Director, to chair a search committee that will seek a successor to the president of that organization.

Dr. Buchanan is a long-time member of the professional association, which represents the nation's 126 medical schools, 400 major teaching hospitals, 91 professional faculty organizations, and medical students and residents.

Lynne McLeod, a hemodialysis coordinator on White 4, spent the week of Nov. 7 in Ecuador, working with a volunteer medical team sponsored by a non-profit relief agency. She called the experience "very depressing, but rewarding."

PLEASE RECYCLE

MGH HOTLINE

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Black History Month is celebrated at MGH

Events include educational forum, displays, special cafeteria menu

With February upon us, many MGH employees have organized a diverse slate of events to celebrate Black History Month.

Three committees here at the MGH — the Cultural Diversity Committee, the Minority Nurse Task Force, and the Minority Professional Association — have been working together for several weeks to develop a program of events and educational sessions on the role of African-Americans and other people of color at the hospital.

Events developed by this group include a wall display near the MGH General Store and another in the lobby of Building 149 in Charlestown, as well as a special reception and forum on Feb. 26. The Human Resources Department is sponsoring these events.

Cultural Diversity Committee Chairperson Kathryn Long of the Employee Relations Office said that the wall display features the responses of MGH employees to the question "What does Black History Month mean to you?" She said that "the ideas shared by employees, both black and white, were very thought-provoking. They illustrated the importance of continuing dialogue like this." Ms. Long added that the committee plans to continue examining these issues as other cultures are highlighted.

The reception will include an historical perspective provided by the Museum of Afro-American History and entertainment by the Inspiration Voices of Praise, a local gospel group. A keynote speaker will be announced soon. This event will be held from 3 - 5 p.m. on Feb. 26 in the Walcott Rooms of the Wang ACC, and all employees are welcome to attend.

The Employee Relations Office will give away 100 free movie tickets on a first-come, first-served basis for a screening of the new Spike Lee film, "Malcolm X." To reserve tickets, call Employee Relations at 6-5139.

On Feb. 17, the Gray and White basement cafeterias will offer a "Celebration of African-American Diversity" that will include a special menu. Susan Barraclough of the Department of Dietetics, said that "well-remembered recipes" will be used in preparing southern fried chicken, ham hocks and collared greens, Bajan fish cakes, and pigeon peas with rice, as well as many other foods from the traditional cuisine of black people.

In addition, the Chaplains' Department will offer prayers of brotherhood at every service and mass during the month of February, and Nancy Kessler of the Warren Library has prepared a bibliography of African-American history and literature, which is available to any employees interested in learning more about black history and culture.

Any employees interested in joining the Cultural Diversity Committee should call Ms. Long at 6-5139.

Anesthesia technicians provide critical support in the MGH operating rooms

While they may not be the most widely known members of the operating room team, anesthesia technicians play a critical role in patient safety.

Twenty anesthesia technicians and technical assistants staff the operating rooms of the Gray, White, and Jackson OR suites and the Surgical Day Care Unit. They also provide support in many other locations where anesthesia is administered throughout the hospital. Anesthesia technicians staff the ORs and other areas on all shifts.

Alvento Sauls, an anesthesia technician who works in the Gray operating rooms, refills a dispenser on an anesthesia cart with ethrane, an anesthetic drug.

Wendell Coward and Beatrice Tulloch are the anesthesia technician supervisors, and they and their staff provide invaluable support both to anesthesia engineers and biomedical technicians—who maintain and repair the high-tech delivery and monitoring equipment—and to anesthesiologists and nurse anesthetists, who administer the anesthesia. The technicians stock, clean, and distribute equipment before surgery; they monitor the equipment's condition and their inventory of supplies; and they troubles[illegible] while anesthesia and surgery are under way.

The position is a highly specialized one, providing critical support in an area rooted deeply in the history of the MGH.

"Sometimes I remember that this is the hospital where ether was first used, and it makes me proud," said Alvento Sauls, who has worked as a technician in the Gray ORs for nearly 10 years. He also prides himself on his zeal and his initiative in learning the intricate details of the equipment with which he works.

"I was first attracted to the job[illegible]sia machines, which are used to deliver the various gases and vapors that anesthetize patients. The anesthesia machines also house numerous instruments for monitoring the patient's condition during anesthesia. These include the pulse oximeter, which monitors the oxygen content of the blood, and capnometer, which measures carbon dioxide in the exhaled breath. The anesthesia technicians are also responsible for stocking and monitoring the expiration dates on a vast number of drugs and special supplies used during anesthesia.

"The anesthesia technician is probably most appreciated by the person administering anesthesia when a problem arises and a piece of equipment or a special drug or

ANESTHESIA, continued on page 2

by the on-the-job training and the exposure to technology," Mr. Sauls said. "We're working closely with the biomedical technicians and anesthesia engineers and with doctors and nurses who administer anesthesia.

"The learning experience is very valuable. It's the kind of a job that you can make for yourself. Some people like to work with the oxygen tanks, and others like to work with the more complicated equipment."

The equipment includes anesthe-

Inside

Research study looks at adverse drug events
page 2

Cheryll Browne, one of the anesthesia technicians who works in the Wang ACC operating rooms,checks supplies and materials used in delivering anesthesia.

Anesthesia technicians

ANESTHESIA, continued from page 1

supply item is needed quickly. The technicians have developed a keen sense of how to get the right thing to the right place fast, and they are working under the stress and time pressure that is encountered in a modern operating room," said Jeffrey Cooper, PhD, Director of Biomedical Engineering and Anesthesia Technology.

Cheryll Browne, a technician stationed in the Wang ACC surgery area, described her attitude toward working at this job. "I try to be very professional about it and just do the very best that I can. If that means slowing down a bit to make sure a job gets done right, then I'll do it," she said.

"I like to see new things in operation," added Ms. Browne, who has worked for nearly four years in the department. "It's very interesting to see how the technology changes from month to month."

This week, one of those technicians will receive the "Anesthesia Technician of the Year Award," in recognition of that employee's contribution to the department and outstanding on-the-job performance over the past year. Jordan Halasz, the supply coordinator and technical manager for anesthesia services, said that this year's award will be presented on Feb. 13, during the Anesthesia Department's annual dinner. In previous years, the winners were Alan Dillon and Carmela Tringali. "This year's winner, as in years past, is sure to receive a warm reception from the entire anesthesia staff," Dr. Cooper said.

Research study looks at adverse drug events

Researchers at the MGH are conducting an extensive study on adverse drug events in an important project that may establish new safeguards to prevent such occurrences.

The study, led at the MGH by anesthesiologist David J. Cullen, MD, is a collaborative effort between the MGH, the Harvard School of Public Health, and the Brigham and Women's Hospital. The goal of this research project is to prospectively study adverse drug events (ADEs), identify their causes, and develop and implement strategies for their prevention. Dr. Cullen is working with Dr. Lucian Leape of the Harvard School of Public Health, who is the principal investigator of the study.

"Our premise is that, although human error may have contributed to or even been responsible for a drug-related injury, the root cause is a defect in the design of systems that allow such errors to result in an adverse drug event or a potential adverse drug event," Dr. Cullen said. "A collaborative spirit is critical to the success of a project such as this, and we ask for your cooperation as we study the process by which drugs are ordered and patients receive them."

Dr. Cullen and his team of researchers will interview doctors, pharmacists, nurses, and other health professionals on the MGH staff to determine the risk factors for ADEs and the resources used as a result of the ADE. Dr. Cullen emphasized that this study is not designed to assign blame or fault but rather to look for system problems which can be changed to reduce the frequency of preventable ADEs.

He noted that ADEs are quite prevalent in health care, according to the Harvard Medical Practice Study, and that medication errors cause about 20 percent of all adverse drug events in hospitalized patients.

The results of a pilot study conducted at the Brigham and Women's Hospital indicate that the systems currently in place to reduce the incidence of adverse drug events "are not very effective. We know it's a real problem," Dr. Cullen said.

No patients will be approached, interviewed, or in any way contacted by the investigators. To preserve patient confidentiality, all patient-related information will be de-identified as soon as each ADE investigation is completed. Also, all information obtained from interviews will be coded and referred to anonymously.

Dr. Cullen noted that this study does not supplant the MGH Quality Assurance (QA) program. If a patient experiences an ADE, an incident report should be filed as usual as part of the hospital's QA program.

The study has been approved by the Subcommittee for Human Studies. For more information, please call Dr. Cullen or A. Roberta Nemeskal, RN, at 6-8904; Jeannette Ives, RN, at 6-3195 or Robert Hallisey at 6-2512.

Barbara Dunderdale, RN, reads from the Bible at the memorial service for Ruth Sleeper, RN, former director of the MGH School of Nursing and the Nursing Service. The service was held at the Chapel on Jan. 21, and attendees warmly praised Ms. Sleeper's life and her accomplishments.

"...like having a family"

A special note to the Department of Pathology from Ruth-Ann Manozzi of the Immunopathology Unit:

On Dec. 22, I returned home from Christmas shopping with my daughter, only to find that someone else had done all their shopping at my house. My house was totally trashed. They had a couple of hours in the house and took just about everything they could carry, including my makeup, photo albums, electronic equipment, and clothes. What they couldn't carry, they destroyed.

But that is not the real story. The real story is the people in the Department of Pathology. Money was collected, support was given, and in 24 hours I had enough money to replace some of my daughter's gifts that had been under the tree and some of her clothing.

Christmas is a real hard time for everyone, and money, time, and patience are in short supply. But in the Department of Pathology, people were able to find a little more of these things and share them with my daughter and me. My co-workers have proven that working here is like having a family.

Thank you to the Department of Pathology from Ruth and Jennifer Manozzi.

EAP offers seminars on family care issues

The Employee Assistance Program (EAP) will offer several seminars on family relations over the next few months.

The program is divided into two segments, with one series on elder care issues and the other set of classes on contemporary parenting issues and concerns.

"Employees Have Parents Too!" is the title of a three-part series on the process of securing quality elder care. It is broken down as follows:

Part One - "Resources for Elder Care." This program will present techniques for finding and financing elder care services. It will be held Friday, April 16, from noon to 1 p.m.

Part Two - "Elder Care: The Legal Issues." This session will explore the most common legal problems that may emerge in caring for an ailing, elder parent. It will be held Friday, May 28, from noon to 1 p.m.

Part Three - "Elder Care: Making Decisions About Living Arrangements." This seminar will present the various choices and issues that should be considered in helping an elder relative to plan a change in living accomodations. It has been scheduled for Thursday, June 17, from noon to 1 p.m.

The second phase of this educational program is **"Employees Have Children Too!"** It will provide insights and helpful hints on juggling the responsibilities of parenting and work.

Part One - "Love and Limits: Positive Approaches to Discipline." This session deals with why children misbehave and what parents can do about their children's hitting, whining, temper tantrums, and other troublesome behavior. Thursday, March 4, 11:45 a.m. to 1 p.m.

Part Two - "Helping Children Feel Great About Themselves: Fostering Self-Esteem." Positive self-esteem is one of the greatest gifts a parent can give to a child. This workshop will focus on what parents can do to build children's confidence, encourage their independence, and foster trusting relationships. Thursday, April 1, 11:45 to 1 p.m.

Part Three - "Talking and Listening: Enriching Family Relationships." The way we communicate in families affects everything about how our children grow and flourish. It is never too early (or too late) to learn better ways to say what we mean and to hear the real messages from our children and our other loved ones.

All these seminars will be held in the Wellman Conference Room, and they are free of charge to all MGH and Spaulding Rehabilitation Hospital employees. For more information, please call the EAP at 6-6976.

MGH **HOTLINE**

What's Happening

Healthy Heart Fair

In recognition of National Heart Month, Spaulding Rehabilitation Hospital will hold a Healthy Heart Fair on Thursday, Feb. 18 from 10 a.m. to 4 p.m. Tests will be offered free of charge to the public, including computerized risk evaluation for heart disease, blood pressure screening, and cholesterol testing. In addition, informational booths will be staffed by specialists in nutrition, fitness, cardiology, stress management, and smoking cessation.

For more information, call Ann Kramer at 720-6645.

Training and Development Catalog

The Spring-Summer edition of the *Training Opportunities and Resources* catalog will be delivered with your paychecks on Feb. 11. Topics covered in the upcoming workshops will include stress management, financial planning, supervision, increasing productivity, child care, and communications.

Please remember to deposit your fall-winter catalogs in the recycling bins that will be placed throughout the hospital.

Street Smart Self Defense

The MGH Police and Security Department sponsors a Street Smart Self Defense program for MGH employees. This four-hour course incorporates the following elements of personal safety:

- hands-on self defense from attacks, grabs, and holds
- how not to be a victim
- mace training
- security awareness on the street

The instructors for this course are Edward Huff, a sixth-degree black belt with 23 years of karate experience and Michael Casinelli, a fourth-degree black belt with 18 years of karate experience.

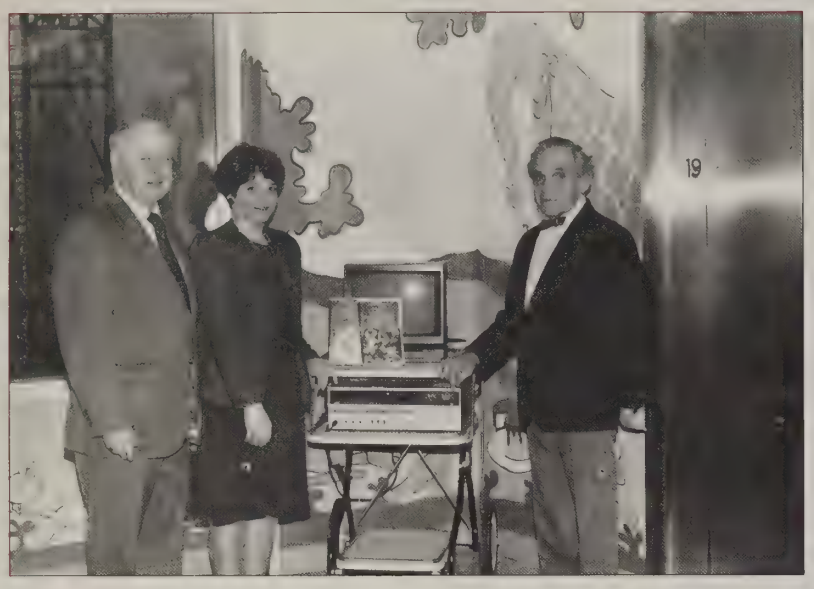
Classes are offered at a cost of $15 for the entire course, and scheduling will be based on demand. For more information, please call Barbara Donovan at 4-3030 or Mark McDonough at 6-2121.

Tax time for foreign nationals

Representatives of the Internal Revenue Service will join the MGH Corporate International Office in providing free tax filing assistance to any foreign nationals working here. The program will be offered on Feb. 19 and March 26 from 9 a.m. to 4 p.m. in the Walcott Rooms of the Wang ACC. Appointments must be scheduled in advance by calling 6-9211.

Flowers for Valentines Day

The MGH Flower Shop reminds all employees that St. Valentine's Day is coming up on Sunday, Feb. 14.



Mary Etta King, MD, a physician in the Childrens' Service, is pictured accepting a donation from a World War II veterans' group. "The Blue Devils" is the nickname of the 88th Infantry Division, which was the first division of draftees to see combat during World War II. Two representatives of the division, Frederic L. Lincoln, the treasurer for the Boston Heart Foundation, and Leonard G. Moss, a violinist with the Boston Symphony Orchestra, presented Dr. King with a VCR, a television, and several videocassettes for the use of patients on Ellison's pediatric floors. (Mr. Lincoln is the husband of Susan Lincoln in the MGH Department of Radiology.)

Baker 6 reunion

A group of nurses and a respiratory therapist who formerly worked together on the Baker 6 ICU gathered for a buffet dinner and reunion at a local restaurant last fall.

Pictured below are (back row, left to right) Shioban Finn, Meg Guthro, Dena De Joseph, Lucy Ettelson, Janice Comuso, Nancy Ward, Mary McPhee, Mary Barry, Elaine O'Hare, Elaine Fodeman, Maureen Emde, Carol Ferrandi, Sara Asekoff, Sheila Burke, Marie Thompson, Bill Salom, Cathie Beisheim, Brenda Delaney, Maureen Daher, and Paula Buick. In the foreground are Mary Guy, Dawn McLaughlin, Beth O'Brien, Liz Andrews, Sue Garaghan, and Cathy Calder.

In General

Articles by a total of four MGH surgeons were featured in the December 1992 edition of the *Bulletin* of the American College of Surgeons.

The lead article in the publication was a Presidential Address by MGH Surgeon-in-Chief and ACS President **W. Gerald Austen, MD**. An article on surgical practice from the point of view of a young surgeon was written by **David W. Rattner, MD**.

Two other MGH surgeons provided reports from specialty surgery boards. MGH Chief of Plastic Surgery **James W. May Jr., MD**, published a report from the American Board of Plastic Surgery, and **Andrew L. Warshaw, MD**, the Associate Chief of Surgical Services, wrote on behalf of the American Board of Surgery.

Bradley Hyman, MD, PhD, has received a $100,000 Metropolitan Life Foundation Award for Medical Research. He was one of only three scientists selected for the award this year.

The funds will finance Dr. Hyman's research on the neuroanatomical and neurochemical basis for dementia and memory impairment caused by Alzheimer's disease. He leads a team of researchers who are mapping vulnerable and resistant neuron locations and types to better understand why Alzheimer's affects certain brain functions and not others. The ultimate goal of this research is to use these insights to design better treatment strategies.

Stephen M. Reppert, MD, of the Children's Service has been selected to receive a prestigious Method to Extend Research in Time (MERIT) Award from the National Institutes of Health. The award provides assurance of support for Dr. Reppert's research grant for five years, with the opportunity for extension for an additional two to five years based on progress made during the first five years of the MERIT grant.

Four employees of the Coding and DRG Analysis Department have passed the national Coding Certification Examination and now have the credential Certified Coding Specialist (CCS), awarded by the American Health Information Management Association (AHIMA). They are **Clark Ewer, CCS; Teresa C. Goodrich, RRA, CCS; Pauline E. Metras, RRA, CCS; and Robert F. Seger, RRA, CCS.**

In addition, two coding specialists in the department, Mr. Ewer and **Norman Strautin** have passed the national Registered Record Administrator's (RRA) examination administered by AHIMA. The individuals who pass this exam are recognized internationally as experts in health information management, data analysis, and medical record administration.

Linda Lass-Schuhmacher, RN, health educator in the Employee Health Service, has been named President-Elect of the New England Health Educators' Chapter of the Society of Public Health Educators. Ms. Lass-Schuhmacher was also recognized recently by the March of Dimes Birth Defect Foundation, which presented her with a Franklin Delano Roosevelt Leadership Award for "distinguished volunteer leadership in birth defect prevention."

Cheryl Maurer, a physical therapist, must have been surprised when she heard her name mentioned on Frank Kingston Smith's program on WODS FM, an oldies radio station. Mr. Smith, a disc jockey who receives physical therapy here, mentioned how terrific he thought the MGH is, and specifically identified Ms. Maurer for her performance on the job.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Gregory P. Brown, *Editor*

PLEASE RECYCLE

MGH HOTLINE

4 March 1993

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New Chief Nurse Executive Dr. Gail Kuhn Weissman

"Practically everyone I met during the interview process told me two things: 'the MGH is a great place to work' and 'you should see my neighborhood before you pick a place to live'," said Gail Kuhn Weissman, EdD, RN, FAAN, who began in January as the MGH's new Associate General Director and Chief Nurse Executive.

"You have to appreciate that, depending on the survey, the MGH is ranked as one of the top three hospitals in the world," Dr. Weissman says, explaining her decision to move to Massachusetts and the MGH from her Vice President of Nursing position at Mount Sinai Medical Center in New York. "MGH is an exciting, dynamic place. There is incredible brilliance here, and people's minds are never still. There is a love and pride of the MGH from the people who work here — throughout all areas — so they are willing to work hard."

Gail Kuhn Weissman

As a member of the MGH's senior administration, Dr. Weissman will be involved in policy decisions, will help shape the hospital's structure and management, and will play an integral part in new ventures. As the hospital's nursing leader, she will speak for nurses about the impact of nursing changes on patient care during health care reform and will participate in managing the re-engineering process over the continuum of care, at the acute, sub-acute, and primary care levels.

"A patient care model will be created so that changes to the health care system are seamless to patients at any point in their care," says Dr. Weissman. "We can look at the impact health care reform is having on nursing as an opportunity to correct things that we have been dissatisfied with in our system. Nursing has always played a key role in the past, still does today, and will continue to in the future."

With a keen awareness that the role of nurses is changing rapidly in the face of health care reform, Dr. Weissman has set as one of her top priorities the establishment of a Center of Life Work. "The center will help nurses maximize their strengths and be prepared to move throughout the new mix of health care delivery settings," said Dr. Weissman. "If an inpatient floor closes because patient census is

(Continued on Page 4)

Four MGHers recognized as Black Achievers

"I was shocked when I got the call," said John Goodman, Sanitation Supervisor, Dietetics Department, referring to the call from Director of Diversity Barbara Holland congratulating him on his Black Achiever award. "I've never won anything."

Since 1976 the MGH has participated in the city-wide Black Achievers program, which "acknowledges Black employees who, through their talent, perseverance, and determination, have achieved success in their professional lives." The program links corporate recognition with community service. Institutions throughout the city are asked to nominate candidates, and those selected as Black Achievers are asked to work on a community service project with the Greater Boston YMCA.

John Goodman

As one of four MGHers named 1994 Black Achievers by the Greater Boston YMCA, Mr. Goodman will probably work with children for his community service project. "I'm thinking about working with young kids in the community. Living in these times, I want to show them that they can make something of themselves."

By example, Mr. Goodman will be showing the kids just that. By working his way up through the ranks of the MGH Dietetics Department over the past 34 years, he has

(Continued on Page 2)

New Cardiac Chief is international leader in echocardiography

by Susan R. McGreevey

Arthur E. Weyman, MD, newly appointed Chief of the MGH Cardiac Unit, assumes his new position with a sense of following in some historic footsteps. "It's an honor to follow in the path of people like Paul Dudley White, Edward Bland, and Edgar Haber," he said, referring to some of his predecessors.

"Dr. Weyman is an international leader in cardiology who has made pioneering contributions in the field of echocardiography [the use of ultrasound to study the heart]," said John Potts, MD, chief of the MGH Department of Medicine. "I'm delighted that he will be leading our Cardiac Unit into the next century."

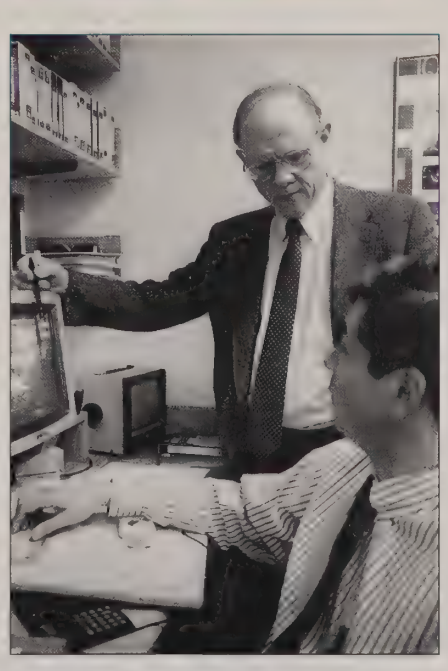
The MGH Cardiac Unit has been instrumental in defining the specialty of cardiology since it was established 82 years ago by Paul Dudley White, MD, regarded as a founder of modern cardiology. Those chosen to lead the unit have always been among the most prominent in their field. Dr. Weyman has been Director of Cardiac Ultrasound at the MGH since his arrival in 1980.

"I was fortunate enough to begin my training at the time when two-dimensional cardiac ultrasound imaging was first developed," he said. "Today it is the most widely used imaging technology worldwide. If you're lucky enough to be in the right place at the right time, things can work out for you."

"Dr. Weyman took the initial two-dimensional technique and has used it to describe systematically all the structures of the heart," says MGH noninvasive cardiologist Robert Levine, MD. "He has shown that ultrasound is useful not only to make pictures of the heart but also to measure many aspects of cardiac function accurately, in order to produce the kind of quantitative information that is useful to clinicians."

Cardiac ultrasound

Although most familiar for its use in examining unborn babies, ultrasound — the use of high-frequency sound waves to create an image — has numerous medical applications. When used to examine the heart and related blood vessels, ultrasound can reveal structural details, information about how well the heart muscles function, and perhaps most uniquely, the speed and direction of blood flow. The latter ability is especially useful in examining patients with abnormalities in the valves that separate the chambers of the heart or control the passage of blood out of the heart.



Arthur E. Weyman
photo by Susan R. McGreevey

Other advances in cardiac ultrasound include transesophageal echocardiography — in which a sound probe is passed into a patient's esophagus, allowing

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Oncology nurse honored
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— Black Achievers

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earned increasing responsibility and now supervises 34 employees. When asked why he thinks he was nominated, Mr. Goodman responds: "I think Susan [Barraclough] and Helen know I work hard," referring to his supervisor, with whom he has worked for 20 years, and Helen Doherty, Director of the Dietetics Department.

"I think it is extremely important for the MGH to be actively involved in the Black Achievers Program, not

David Henderson

only to forge a stronger linkage with the community, but to support and encourage our employees to be role models for our youth," said Vice President of Human Resources Thomas Rothwell. "I believe all our young people, whether inner-city or suburban, need to have more positive reinforcement and role models to help prepare them for their future."

David C. Henderson, MD, MGH Clinical Assistant in Psychiatry, is the Director of the Clozapine Clinic at the Erich Lindemann Mental Health Center's Freedom Trail Clinic. In addition to treating schizophrenia patients, he also influences residents through his teaching.

"I went into psychiatry to use my medical skills as well as my people skills. It's very rewarding to be able to spend time with patients." Dr. Henderson, who trained at the MGH, also serves as the Co-Chair of the MGH Committee on Diversity in Psychiatry and has developed seminars on multicultural issues in psychiatry. He is an Instructor at Harvard Medical School and provides care for faculty and students at MIT through the Psychiatric Division of the MIT Health Services.

MGH's third Black Achiever, Admitting Coordinator Hazel Joseph, obtains managed care authorizations from all elective Medicaid, HMO, and out-of-state agency admissions; gives charge estimates for all self-pay patients; and assesses uninsured patients for free care eligibility. After 25 years of service to the MGH, she has a well-deserved reputation for being considerate and helpful.

Hazel's personal life is marked with achievement also. She raised a

Hazel Joseph

hearing-impaired son, who now attends Wentworth Institute. Although she successfully mastered the English language when she moved to the United States from Honduras when she was 15 years old, she often uses her native Spanish as an interpreter for patients and their families.

Working the third shift as the File Room Supervisor for Medical Records gives MGH's fourth Black Achiever, Colin Powell, the flexibility to pursue his other interests. An ordained minister for the past ten years, Mr. Powell says he is fulfilling "a calling to reach out to others and to be there for people in their time of need" as the Pastor of The Church of God of Prophecy in Worcester, and Associate Pastor of The Church of God of Prophecy in Roxbury. He is an advisor to the church's youth group, the "Victory Leader's Band," and the church's youth choir.

Born in Jamaica, Mr. Powell moved to the United States 17 years ago and began working at the MGH five years later. His easy-going nature and his sense of humor are apparent as he casually jokes about his name, which he shares with the former Chairman of the US Joint Chiefs of Staff.

"As the largest private employer in the city of Boston, we have a moral obligation to give back to the community," said Mr. Rothwell. "Being involved in the Black Achievers Program is one of the many activities that the MGH does to support that mandate."

All four MGH Black Achievers

Colin Powell

will complete their community service projects over the next year. It is clear, however, that their contributions go far beyond any single project.

Special thanks to Elizabeth Hamlin for providing the photos of the Black Achievers.

— New Cardiac Chief

(Continued from Page 1)
studies to be done during cardiac surgery — and the use of miniature ultrasound instruments that can be passed into the heart or coronary arteries during a cardiac catheterization procedure.

Dr. Weyman and his colleagues are currently researching the creation of three-dimensional echocardiographic images, including imaging the coronary arteries to evaluate the results of procedures designed to improve or restore blood flow.

A changing environment

Discussing the challenges facing cardiology departments at teaching hospitals like the MGH, Dr. Weyman noted, "The whole clinical environment has changed. Obviously there are enormous external pressures to decrease the numbers of specialists and to make specialty programs more focused and efficient.

"But we will always need the kinds of tests and clinical services that can only be provided at the highest levels of university care," he added. "And as more and more care is rendered by primary care physicians, academic medical centers will need to expand their internal and external teaching mission."

MGH cardiac research projects include efforts to improve the long-term results of procedures designed to open up clogged coronary arteries and prevent heart attack. Researchers are also investigating when a damaged heart muscle may be able to be "revived" after a heart attack and studying several aspects of heart transplantation, in collaboration with the Transplantation and Cardiac Surgery groups.

The preventive cardiology program established in 1992 continues to expand its search for ways to arrest the process of heart disease before symptoms occur and prevent future problems for patients who have already had heart trouble.

Dr. Weyman is a fellow of the American College of Cardiology and past president and a member of the Board of Directors of the American Society of Echocardiography. He is the editor of the recently-published textbook *Principles and Practice of Echocardiography* and the author or co-author of numerous scientific papers, articles, and book chapters. Dr. Weyman also is an associate professor of medicine at Harvard Medical School.

"As someone who trained with Dr. Weyman and has worked with him for over 10 years," Dr. Levine said, "I'd characterize him as a master teacher, researcher, and mentor. He's produced many leaders in cardiac ultrasound who are now chiefs of their own labs in this country and around the world."

Employee Assistance Program spring seminars

Worried about family problems? Feeling stressed out? Confused about how to help your aging parents? The MGH Employee Assistance Program (EAP) can help employees deal with personal problems that may pose a threat to their health or well-being. The service is confidential, free, and available to all MGH employees by calling 6-6976.

Balancing work and family responsibilities and managing stress are frequent concerns for employees. To respond the EAP hosts informational lunch time seminars.

Employees Have Parents Too!

This four-part series presents eldercare topics that were most requested by employees. All four sessions will be in the Wellman Conference Room.

Part I: *Understanding Medicare and Medigap*
Friday, March 4; 11:45 am — 1 pm

Part II: *Understanding Medicaid*
Friday, April 29; 11:45 am — 1 pm

Part III: *Home Health Care — Alternatives for Home and Community Care for Elders*
Friday, May 20; 11:45 am — 1 pm

Part IV: *Nursing Home Care — When One in Needed and How to Locate It*
Friday, June 3; 11:45 am —1 pm

Stress 101

An introduction to stress reduction.
Thursday, April 14, 4 — 5 pm.

Achieving Balance

This series will explore the unique stresses of balancing work with other areas of life. Employees will evaluate their own stress reactions and, via a stress log, learn to identify the stresses they routinely face.

Thursday, April 21, April 28, May 5
12:00 noon — 1 pm

Programs especially for supervisors are also available including "Working Through Change: How to Help Your Employees Get Back on Track."

For information on any of these seminars or to schedule an appointment to discuss a specific issue, employees are encouraged to call the EAP at 6-6976.

Watch for a more in-depth look at the issues surrounding eldercare in a future *Hotline*.

Center helps travelers stay healthy

by Susan R. McGreevey

This winter's endless snow and cold have sent thousands running to their travel agents with a single plea: "Get me out of here!" Travelers have been heading in droves for warm, sometimes exotic destinations in search of sunshine, relaxation, and adventure.

But unwary travelers may encounter something unexpected and unwanted in their exploration of tropical paradises — infections and illnesses that could ruin their vacation and even, in the worst case, threaten their lives. To decrease the chance that travelers bring anything home with them other than photos and souvenirs, the MGH Infectious Disease Unit offers a Travelers Advice and Immunization Center.

"We offer a comprehensive service to the international traveler, providing required and recommended immunizations, prescriptions to help prevent malaria and treat travelers diarrhea, and education to teach travelers how to stay healthy," said Donna Felsenstein, MD, head of the travel center.

Americans traveling in Canada, Western Europe, Australia, and Japan rarely encounter health threats different from those found at home. But in large areas of the world — including parts of Asia, Africa, and Central and South America — tourists need to take precautions against several major health problems. These can include malaria, typhoid, hepatitis A, polio, rabies, and yellow fever.

Dr. Felsenstein explains that there is only one illness for which vaccination is required to enter certain countries — yellow fever. However, wise travelers will also receive all recommended vaccines for the countries they wish to visit.

While there is currently no approved vaccine for malaria — one of the world's leading killer diseases — taking preventive medication can lessen the risk for travelers visiting areas where the disease is present. Use of insect repellents and sleeping under netting can also help avoid contracting this mosquito-born disease.

Planning a Trip?

Advice on precautions to take against travel-related illnesses, vaccination services, and prescriptions for preventive medications all are available at the MGH Travel Advice and Immunization Center. To make an appointment, call 6-3906.

To avoid typhoid and hepatitis A, as well as the more common travelers' diarrhea, travelers also should follow the well-worn advice — "Don't drink the water."

Dr. Felsenstein said, "We recommend that travelers drink only bottled water from sealed bottles — in some hotel rooms bottles may be refilled with water from the tap. Carbonated water is actually preferable, as that could not be replaced with tap water." Avoiding tap water also means no ice cubes, not swallowing water in the shower, and brushing teeth with bottled water, she added.

All food eaten should be cooked thoroughly — including fruits and vegetables — and salads should be avoided. It is best to choose fruits with a thickened peel that is removed before eating — like oranges or bananas — to insure the food is clean.

Water can also present another hazard: parasitic diseases that may be picked up by swimming in infected fresh water. Travel center staff can alert travelers to those areas where such illnesses — which include schistosomiasis — may be contracted.

A problem for which travelers may be unprepared is mountain sickness or altitude sickness, which can be encountered in this country as well as in mountainous regions around the world. Caused by the reduced oxygen and atmospheric pressure at altitudes greater than 8,000 to 10,000 feet, altitude sickness has symptoms that range from shortness of breath and headache to a potentially dangerous accumulation of fluid in the lungs and around the brain.

Precautions include making the ascent to high altitudes over several days and avoiding physical exertion until one is acclimated. Medications also can be prescribed to relieve the milder symptoms. But Dr. Felsenstein noted that altitude sickness and its more serious complications are particularly hazardous to people with existing heart and lung diseases, so much so that they probably should avoid traveling to high-altitude destinations.

"Actually anyone who has an underlying illness — such as diabetes, heart disease, lung disease, or depression of the immune system — should discuss any planned trip with a physician well ahead of time to make sure their itinerary is reasonable. The staff of the Travelers Advice and Immunization Center is specially trained to evaluate such situations and has the most up-to-date information about international health risks," she said.

One final precaution that Dr. Felsenstein recommends is finding out where travelers can get medical help if they become ill when abroad — information that may be available through local consulates. "It's key to have a plan of action in advance," she said. "And it's also helpful to travel with a companion who can help you out if you become acutely ill while abroad."

Credit Union members vote March 16

John Donovan of External Transportation, an MGH employee for 31 years, is campaigning for re-election to the Board of Directors of the Harvard University Employees Credit Union. Mr. Donovan, the first director elected from the MGH, has represented the hospital since 1984.

The election will be Wednesday, March 16, noon to 6 pm, at the Roscoe Pound Building, 1563 Massachusetts Ave., in Cambridge.

Members of the HUECU are encouraged to get out and vote. MGH shuttle bus service will be available outside the Gray Lobby during lunch hours, departing at 12:05 pm and returning at 12:50 pm, and departing again at 1:05 pm and returning at 1:50 pm. An added incentive: all voters will receive a complimentary canvas tote bag from the HUECU.

What's Happening

"Surviving Cancer; What Comes Next?"

The Friends of the MGH Cancer Center and the MGH Cancer Affairs Committee will present the third of their series of DIALOGUES on Tuesday, March 15 at 6 pm in the Walcott Conference Rooms. Henry Mankin, MD, Chief of Orthopædic Surgery, will moderate a panel of experts. Everyone is welcome! For reservations, please call the Friends of the MGH Cancer Center at 6-1063.

Decision-making study

A decision-making study for women: MGH seeks women without a personal history of breast cancer for a decision-making study about breast cancer surgery. Involves a video program and completing a few questionnaires. Women aged 30 and over are encouraged to participate. Stipend. For more information, call Marion or Nancy at 6-4106.

Heart Ball

The Massachusetts Affiliate of the American Heart Association's 1994 Heart Ball, "Celebrating the Young at Heart" will be held Saturday evening, March 19, at the Hyatt Regency Hotel in Cambridge. The proceeds from the Heart Ball benefit the Massachusetts Affiliate of the American Heart Association, which supports many cardiac research activities at Massachusetts hospitals.

Drs. Allan Friedlich, Edwin Wheeler, and Gerald Austen from the MGH will be honored at the ball. For more information, please call Elizabeth Garthe at 617-631-1553 or Jayne Paragona at the Heart Association, 508-935-3948.

MNRRC

The Minority Nurse Retention and Recruitment Committee will hold regular meetings on the second Tuesday of each month, noon to 1 pm. Interested individuals are welcome to attend upcoming meetings on March 8 and April 12. For more information, attend a meeting or call Committee Chairperson Aletha Niles, RN, BS, at 4-4289.

ALS Research Seminar

The MGH will host an Amyotrophic Lateral Sclerosis (Lou Gehrig's Disease) Research Update Seminar. Sponsored by the ALS Massachusetts Chapter, the seminar will feature leading area ALS experts and will be Sunday, March 20, 1 to 4 pm at the Cecil B. Day Laboratory for Neuromuscular Research, Building 149, Charlestown.

In General

Mark Kaplan, MS, RPH, an Assistant Director in the Pharmacy, joined dozens of fellow members of the American Society of Hospital Pharmacists from across the nation in a recent visit to legislators on Capitol Hill to discuss the role of institutional pharmacists and pharmaceutical care in health care reform.

R. Bruce Donoff, DMD, MD, former Chief of Oral Maxillofacial Surgery, received the 1993 William J. Gies Award at the 75th Annual Meeting and Scientific Session of the American Association of Oral and Maxillofacial Surgeons (AAOMS). The award is given annually to an AAOMS member who has made distinguished contributions to the specialty of oral and maxillofacial surgery.

Five Office of Laboratory Animal Resources (OLAR) employees have recently been certified by the American Association for Laboratory Animal Science. **Tracy Evans, Stacy Ann Harden**, and **Dorathy Vargas** were certified as Assistant Laboratory Animal Technicians (ALAT); and **Janice Ferretti** and **Christine Parker** were both certified as Laboratory Animal Technologists (LATG).

Jack Szostak, PhD, of Molecular Biology, has been named a co-recipient of the 1994 National Academy of Sciences Award in Molecular Biology. The award, which includes a cash prize, medal, and illuminated scroll, will be presented to Dr. Szostak at a ceremony in Washington, DC, in April.

Klara Sztucinski, Director of Quality Management in Radiology, presented a workshop at the National Forum on Quality Improvement in Health Care in December. The workshop was entitled "How One Department Turned Up Its Thermostat and Increased Its Capacity to Learn." The December forum addressed how to increase the collective learning capacity of an organization.

Ernesto Gonzalez, MD, of Dermatology, was recently elected President of the New England Dermatological Society, a regional organization represented in the Advisory Council of the American Academy of Dermatology.

Timothy Wang, MD, an Assistant in Medicine in the Gastrointestinal Unit, was the recipient of the R. Robert & Sally D. Funderburg/ American Gastroenterological Association Foundation Research Scholar Award for his novel approach to the study of gastric cancer. The Funderburg grants are two-year awards given annually to researchers in recognition of major strides in basic or clinical research.

Three MGH investigators have been awarded Young Investigator Awards from the National Alliance for Research on Schizophrenia And Depression: **Lee Cohen, MD**, Psychopharmacology, for psychiatric disorders associated with female reproductive function; **Scott Rauch, MD**, Psychiatry, for "PET Activation Study in Patients with Obsessive Compulsive Disorder;" and **Janet Wozniak, MD**, Psychiatry, for "A Family Genetic Study of Prepubertal Children with Bipolar Disorder."

Roy Soberman, MD, Department of Medicine, has been chosen to serve as a member of the NIH Medical Biochemistry Study Section. Dr. Soberman is an Assistant Physician in the Arthritis Unit.

The following Environmental Services employees have been recognized by their department as "Employees of the Quarter."
September, 1993: **Adriano Baptista, Celino Costa, Whitfield Goodman, Jose Pires, Nolan Smith, Jenny Woods**.
December, 1993: **Anthony Benson, Luveniea Frazier, Domingas Gomes, James Jones, Carlos Lourenco, Pastor Quintero**.

Oncology nurse honored

"This award gives us the opportunity to recognize one nurse a year," said Jensie Shipley, President of the Friends of the MGH Cancer Center. "It is a chance to single out one individual as an example and to say thank you. We and your peers know how you have helped your patients and their families."

This year's award recipient, Joan Lovett, RN, Ellison 14, has worked at the MGH since graduating from nursing school 12 years ago. According to Ellison 14 Nurse Manager Carol Ghiloni, MSN, RN, OCN, Ms. Lovett, "spends time with her patients. She gets to know them as people — what their fears, priorities, and concerns are."

Jensie Shipley, right, presents a plaque to Joan Lovett, RN.

Ms. Lovett was the first staff nurse on her unit to become certified by the Oncology Nursing Society, and she encouraged her peers to take the certification exam. For the past four years she has served as a mentor for the MGH High School Career Exploration Program, and she consistently volunteers to participate in the "Spend-A-Day with a Nurse" activities. She also has been a co-facilitator of weekly cancer discussion and support groups.

In addition to presenting a check for $1,000, which will enable Ms. Lovett to attend the annual Oncology Nursing Society Congress, the Friends of the Cancer Center will hang a plaque honoring her and other oncology nurses in the Cox lobby.

— New Chief Nurse Executive

(Continued from Page 1)
down, we want to be able to retain in other settings the expertise of the nurses who have been loyal to the MGH. To do that we must be creative, we must look beyond inpatient units to the entire health care system that the MGH is establishing. There are places for nurses throughout the system."

Dr. Weissman is optimistic about the future for MGH nurses: "Our health care system has pigeonholed people and the way care is provided. Those who aren't afraid of change — who are willing to take risks, demonstrate flexibility, and see a vision of a better health care system — will do well as health care evolves."

An interdisciplinary approach to health care reform

Dr. Weissman sees a move toward increasing integration of patient care services — where care is provided from interdisciplinary teams, not as focused on parallel lines as in the past. She believes nurses will take an active role in making this change successful.

Her international work has given her a unique perspective on interdisciplinary projects and health care reform. In the Dominican Republic, she was part of an interdisciplinary team charged with implementing an HMO model on sugar plantations. Her work ranged from organizational development, team building, and preparing nurses in both clinical and administrative areas to teaching CPR and explaining how to use equipment. As a member of an international group that keynoted the first annual meeting of the National Association of Nigerian Nurses and Midwives, she spoke about providing primary care and the benefits of an interdisciplinary team approach.

In nursing research as well, she plans to combine efforts with other groups — medicine, social services, pharmacy, physical and occupational therapies, etc. — on joint research projects. Such projects might focus on organizational development, clinical practice, and monitoring patient care outcomes, which will become increasingly important as methods of providing health care change.

"The MGH has always been on the cutting edge. That's one of the reasons people choose to work here," said Dr. Weissman. "We can change with the times, we can take the lead in what health care delivery will look like, and still maintain the hospital's preeminence. If we can't do it, nobody can."

Background

Before coming to the MGH, Dr. Weissman held top nursing leadership positions, served on the editorial boards of several nursing publications, and received awards from various professional organizations and service groups.

Dr. Weissman had been on the staff of Mount Sinai Medical Center since 1972 when she was appointed Director of Nursing. Her additional responsibilities included: Associate Director, Inpatient Services, and Dean, School of Continuing Education for Nursing at Mount Sinai Medical Center; Acting Chairperson, Center for Nursing Research and Education, and Assistant Professor, Department of Health Care Management at the Mount Sinai School of Medicine.

Prior to her tenure at Mount Sinai, Dr. Weissman was on staff at the Montefiore Hospital and Medical Center in New York City where she was Director of Nursing.

Dr. Weissman obtained her undergraduate degree from Vanderbilt University School of Nursing in Nashville, Tennessee, and her Master of Arts in Nursing from Columbia University Teachers College in New York City. In 1979 she attended Harvard University where she received a Certificate from the Program for Health Systems Management. She received her Doctor of Education, in the Nurse Executive Doctoral Program, at Columbia in 1988.

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Allen Peckham, *Vice President of Development and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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Human Resource Annex to link main campus to relocating departments

On March 27 several areas of Human Resources will move to the 5th floor of 101 Merrimac Street, a facility already housing the MGH Institute of Health Professions, the Development Office, and the Physicians Referral Service. The Employment/Recruitment, Bulfinch Temporary Service, Employee Records, and Wage and Salary offices, all currently located in Bulfinch 2, will open Monday, March 29 at 1:00 pm at the new location near North Station. The HR Annex, open from at least 8:30 am to 4:30 pm, will remain on Bulfinch 2 to serve as a drop-off location for transfer requests, and a pick-up site for change of address forms, tuition reimbursement applications, and Bulfinch Temporary Service paychecks. A Human Resources staff member will be present to assist employees with questions and also handle the signing-on process for new employees.

The move, made necessary by the MGH's increased patient care needs, will enable the 40 employees in the relocating departments to continue serving the MGH main campus, the MGH East, health centers and other off-site locations. The new offices, accessible by walking, the MGH shuttle bus, or the MBTA are conducive to receiving internal and external job applicants.

Further moves are anticipated this spring when Training and Development, now in Clinics 3, and the Corporate International office, now at 75 Blossom Court, will relocate to Charles River Plaza at 185 Cambridge Street. This move will enable Training and Development to better serve the expanding needs of the MGH employees with ten new classrooms, including two computer classrooms.

The moves will reduce demands for space on the main MGH campus while allowing for continued and improved services to employees.

AIDS research progress in the test tube

It began with a brainstorm during dinner. Yung-Kang Chow, an MD-PhD student at Harvard, later discussed his hunch with his MGH advisor, Martin S. Hirsch, MD, Director of AIDS Research. A year and a half later, several MGH researchers missed meals as they fielded a barrage of questions from the media about what had grown from a dinner-time insight into a new and unconventional strategy for combatting HIV, the virus which causes AIDS.

The new approach, known as convergent combination therapy, delivered a one-two-three punch to HIV in the test tube, preventing the virus from reproducing itself. But nothing is known about whether the treatment will work in patients. It will be tried experimentally in patients in a few months in a national multi-site trial organized by the National Institutes of Health and co-chaired by Richard D'Aquila, MD, and Dr. Hirsch.

Mr. Chow credits Dr. Hirsch and his colleagues at the MGH for being open-minded enough to try an unconventional approach proposed by a 31-year-old student. Other key players on the team were Dr. D'Aquila and Joan C. Kaplan, PhD, who supervised the research. Mr. Chow designed the experiments; he and Debra P. Merrill, a senior research technologist, carried them out. Joseph J. Eron, MD, and Lawrence J. Bechtel, a research technician, assisted in some experiments. All the researchers worked in the Infectious Disease Unit of the MGH. Dr. Eron and Mr. Bechtel have since accepted jobs at other institutions.

Convergent combination therapy explained

The traditional approach is to aim combinations of drugs at different stages in a disease life cycle. Convergent combination therapy is quite different. It packs a 1-2-3 punch by aiming a barrage of three different drugs at one target — reverse transcriptase — an enzyme which plays a crucial role in the HIV viral life cycle. This strategy has never before been tried against the HIV infection.

The scientists found that the enzyme became so mangled as it tried to fight off the three drugs that it could no longer function properly. As a result, it was unable to mastermind the production of new virus particles to infect other cells.

To use a simple analogy, Mr. Chow theorized that convergent combination therapy might force

(AIDS research continued page 3)

MGH Leadership Campaign is up and running

Officially launched last May by the hospital's trustees, The MGH Leadership Campaign has raised more than $52 million in gifts and pledges as of Jan. 31. The campaign has a goal of raising $160 million by 1997 to help support the hospital's programs and the construction of Building II.

Throughout its history, the MGH has served as a leader in patient care, education, and research. Philanthropic support plays a crucial role in helping the hospital continue to fulfill its mission," said Mrs. R. Morton Claflin, honorary trustee and co-chair of the Leadership Campaign.

The hospital completed a major campaign just three years ago, raising $172 million over a ten-year period to help support the renovation and construction of new patient care and research facilities. It is unusual for an institution to begin a new campaign so soon after concluding one; nevertheless, "we felt it was important to undergo a concerted effort to assist the staff with raising money for their programs," explained W. Gerald Austen, MD, surgeon-in-chief and campaign co-chair. Therefore, two thirds of the goal, or $106 million, is for the support of programs in research, education, and patient care. Today, obtaining funds from the federal government to support research and education is becoming increasingly difficult, even as the size and quality of MGH programs are growing.

At the same time, philanthropy is currently the hospital's primary source of funds for the construction and renovation of facilities without taking on new debt. The remaining $54 million of the goal is to raise funds for the construction of the second inpatient building.

"In the current economic climate, raising funds for brick and mortar has been particularly challenging," said Allen Peckham, Vice President for Development. "Nevertheless, we believe the hospital has a compelling case for the completion of the rebuilding program."

Of the $52-plus million raised to date, $16.8 million represents new support contributed or pledged since the campaign was publicly announced nine months ago. The balance represents a nucleus fund begun Feb. 1, 1990, that provided a launching pad for the campaign.

Much of the campaign's progress has resulted from collaborations between physicians and scientists and the MGH Development Office. The Development Office, which recently shortened its name from Resources and Development, helps MGH staff identify, develop, and maintain ongoing relationships with individuals, foundations, and corporations interested in supporting their work. Through person-to-person contacts, publications, and events, the office seeks to educate donors about the needs of the hospital and nurture ties between the hospital and its supporters.

Gifts to the hospital come from a variety of sources and in a variety of forms. Foundations and corporations continue to be a source of support, but the vast majority of philanthropy is given by individuals, most of them grateful patients of the MGH. Under the banner of the campaign, a number of fund-raising programs are moving forward, in addition to the general drive for program, capital, and unrestricted support. The Fund for Medical Discovery, which now totals almost $750,000, seeks fellowship support for young researchers beginning their scientific careers. The MGH Fund, the hospital's annual fund drive, provides a source of unrestricted funds designated by the trustees to the areas of greatest need. The Bulfinch Society recognizes those who have given $100 or more to the MGH Fund, while the Phillips Society recognizes individuals who have included the MGH in their estate plans or have established an annuity or trust that provides them with lifetime income and eventually benefits the MGH.

"While we are pleased with the campaign's progress to date," concluded Mrs. Claflin, "we have a long way to go before we reach our $160 million goal. The campaign's success will rely on the continued teamwork of everyone at the MGH — our extraordinary physicians, nurses, and staff."

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Black History Month celebrates MGH employees of color

E. Lorraine Baugh makes inspirational presentation on cultural diversity in the workplace

In one of the highlights of Black History Month at the MGH, E. Lorraine Baugh, RN, MS, and a member of the MGH Board of Trustees, presented "Managing Diversity: Are you ready for the 21st century?" at the second annual Diversity Awareness Forum, held Feb. 10 by the Minority Nurse Task Force. About 100 nurses, physicians, administrators, and guests filled the Wellman Conference Room for the afternoon forum, which was followed by a luncheon reception.

The forum was one of many events at the MGH celebrating Black History Month. Events included informational displays, special menus in the cafeterias, and a social networking session held Feb. 26.

At the Diversity Awareness Forum, members of the Minority Nurse Task Force spoke briefly about their purpose: to promote the hospital's increasing efforts in minority nurse recruitment and retention. Elaine Slaton, RN, MHCA, a Surgical Day Care staff nurse, was mistress of ceremonies. The event was organized by the Minority Nurse Task Force which is co-chaired by Aletha Niles, RN, a staff nurse in Radiology, and Ronald Greene, RN, a senior nurse with the Bulfinch Medical Group.

Ms. Baugh began by reading a local teenager's impassioned essay about black pride. Her address focused on the importance of "making the playing field level" through cultural diversity and affirmative action programs in the workplace.

"While blatant bigotry is a problem in the workplace, neutrality may be an even bigger problem," Ms. Baugh said.

Yvonne Munn, RN, MSN, Associate General Director and Director of Nursing; Deanna Pearlmutter, RN, EdD, Director of Surgical/Psychiatric Nursing Services and liaison to the Minority Nurse Task Force; and Richard Crater, Associate General Director, Chief Operating Officer, offered welcoming remarks. Dean Brenda Cherry of the University of Massachusetts/Boston, School of Nursing, and renowned author Dr. Elizabeth Carnegie addressed the group.

Informal social networking session closes Black History Month

Against a backdrop of the Frank Wilkins Jazz Trio, the Black History Month Celebration Committee held an informal social networking session on Feb. 26 in the Walcott Room as Black History Month came to a close.

Employees viewed displays which included a montage of historic black leaders such as Thurgood Marshall, the first black man on the Supreme Court; Rosa Parks, whose refusal to relinquish her bus seat to a white man sparked the Montgomery Bus Boycott in 1955; and Gen. Colin Powell, the first black chairman of the Joint Chiefs of Staff. Interspersed with the photos and biographical briefs of famous black leaders were pictures of members of the MGH community offering their thoughts on what black history month meant to them. One poster called attention to the MGH night at the movies on Feb. 11 when a complimentary showing of the recent film *Malcolm X* was available to employees through the efforts of the Employee Relations office.

Ethnic art and clothing by local stores Caribbean Creations, Treasured Legacy, and International Roots were displayed and available for purchase. The table hosted by the Museum of Afro-American History, the MGH's neighbor on Beacon Hill, was a popular stop.

The well-attended reception was the result of the combined efforts of the Cultural Diversity Committee, the Minority Nurse Task Force, and the Minority Professional Association, under the auspices of Human Resources.

The Black History Month Celebrations provided an awareness of the importance of our diversity. Continuing such programs will be an asset to the entire MGH community.

Founders 6 & 7 employees placed after closing

Recently, in a move to incorporate changing patient dynamics, the MGH closed two inpatient units — Founders 6 and 7. As had been expected when the announcement was originally made by hospital officials, the vast majority of the approximately 60 employees directly affected by the closing have located new positions.

To date all but one have been placed at the MGH. The remaining person is in the final stages of interviewing and is expected to be offered a position shortly.

The consolidation is expected to increase efficiency and significantly reduce costs over time. In addition, the move will keep in balance inpatient and outpatient activities which had been altered by a trend toward shorter inpatient stays and increased outpatient services, thus assuring the MGH's long term financial strength. The MGH now provides 1025 beds, a slight reduction from the former 1067 count.

Project ProTech

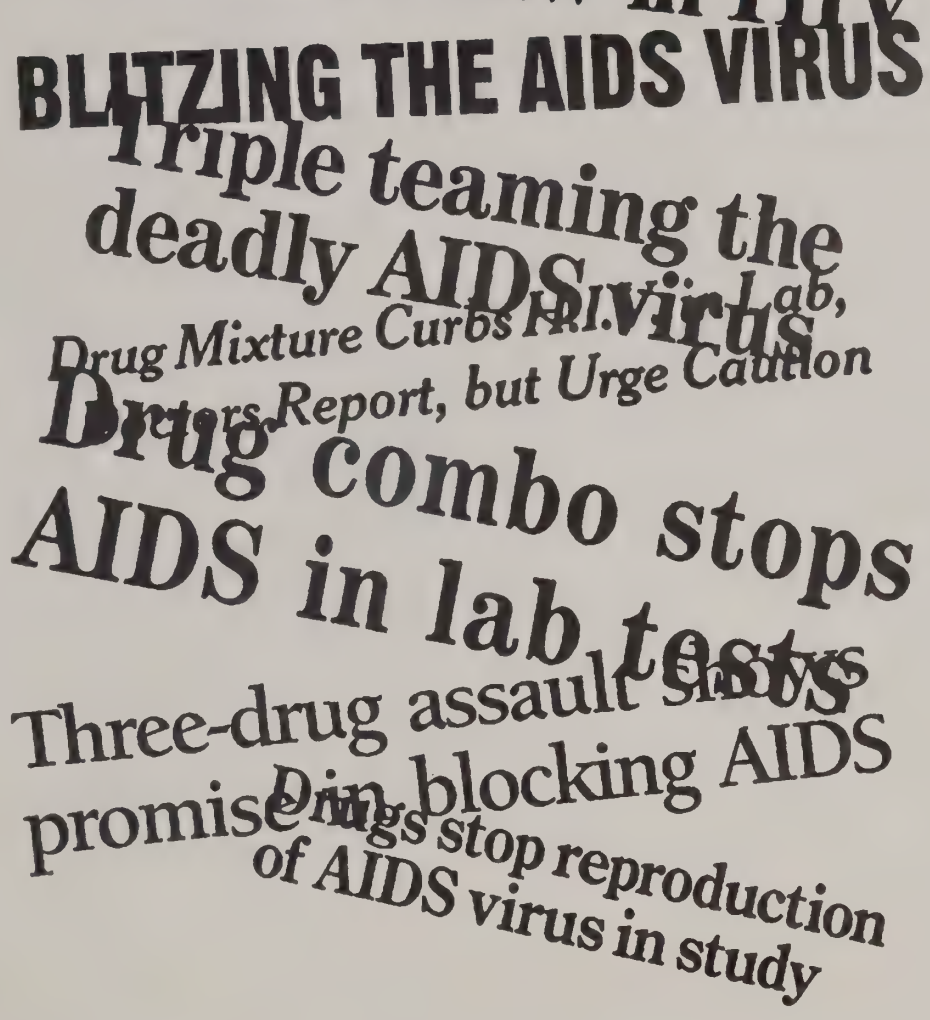
Federal congressional aides visited the MGH during their Feb. 12 tour of six Boston-area teaching hospitals involved in Project ProTech, a high school vocational training program sponsored by the Boston Private Industry Council. The MGH hosted a luncheon and conducted tours of six student projects. Staff at the MGH are currently partnered with 27 juniors and seniors from Boston and Brighton High Schools.

To get involved in Project ProTech, contact Michelle Fredette, the MGH Project Coordinator at 6-5136.

Pictured (l to r) The MGH's Kathy Rice, Assistant Director, Human Resources; a congressional aide; Michael Frederickson, Chief Technologist of Histology at the MGH; Phillisa Prescott, Boston Private Industry Council; and other congressional aides listen to second-year Project ProTech student Domingo Barbosa.

Researchers attack flaw in HIV

(AIDS research continued)


BLITZING THE AIDS VIRUS
Triple teaming the deadly AIDS virus
Drug Mixture Curbs H.I.V. in Lab, Researchers Report, but Urge Caution
Drug combo stops AIDS in lab tests
Three-drug assault shows promise in blocking AIDS
Drugs stop reproduction of AIDS virus in study

the medical equivalent of an electrical blackout. If the HIV virus is visualized as an electrical power grid, then attacking different stages of the viral life cycle is comparable to placing moderate extra power demands on, say, New York and Boston. But aiming three drugs at one target might be enough to overwhelm the system — just as a heat wave, and a sudden surge in air conditioner use, can create a blackout in one part of a city.

Key to understanding the new approach is that HIV, for all its lethal potential, has a relatively simple structure and limited space for genetic information — what amounts to its defense arsenal.

Mr. Chow's theory is based on the observation that this relatively simple virus also produces structurally simple enzymes and proteins. He proposed that any one of those substances might be able to change — or as scientists say, "mutate" — only so much at once to combat drugs and confer resistance before it could no longer function.

The key, then, was to force multiple simultaneous mutations at a single crucial target in the viral life cycle. In the test tube, the approach worked. In patients, it is far too early to tell.

News and Public Affairs (N & PA) issued a carefully worded release emphasizing that point. Because of the interest of the news media in the MGH article published in the British scientific journal Nature, the media were invited to an interview session with the scientists. Again the need for proving the theory in patient trials was emphasized.

Despite President Clinton's State of the Union speech dominating the television and newspapers, the MGH research received remarkable attention. To prevent a seemingly endless spate of publicity on something yet to be proven in patient trials, N & PA cancelled two scheduled appearances for Mr. Chow and scheduled no further interviews.

MGH Police and Security assist employees in personal domestic violence and harassment issues

Hardly a day goes by that domestic violence or harassment isn't in the news. In response to the situation, the MGH is making it a priority to inform healthcare workers about the signs of abuse in patients. And, in a unique effort, the MGH Police and Security are taking their work one step further by educating all employees about harassment, stalking, and domestic violence, and providing assistance to employees experiencing harassment or violence in their personal lives.

The program began when an employee in the midst of a domestic violence situation was unsure about where to turn for guidance and approached the Police and Security Department. She met with the staff who, after closely examining her particular situation, helped her create an individualized plan of action. To this day the individualization of these events in an employee's life are a focus for Bonnie Michelman, Director of Police and Security at the MGH. "Even in situations that appear very similar, the courses of action an employee chooses to take can vary greatly," said Ms. Michelman. Because of this, the department encourages women or men who feel they are experiencing harassment, extortion, or domestic violence to visit the office and discuss with a staff person possible courses of action, both legal and otherwise.

Herb Sauve, a former Criminal Investigation Special Agent, is heading the MGH Police and Security Department's Special Investigations Unit (S.I.C.). He has extensive experience in Federal and civilian investigative organizations and has extended his assistance to employees in a variety of ways. He emphasizes that employees should not hesitate to call him at the department 24 hours a day for help in any situation involving violence or harassment. So far, this unit has helped more than 50 of the more than 10,000 employees and the numbers are growing. Though the majority of people seeking assistance are women, men also utilize this resource.

"In addition to getting involved once a situation has begun, the department is taking a proactive stance and working toward helping employees prevent problems and identify problems earlier," said Mr. Sauve. Recently, MGH hosted Sarah Buel, the Assistant District Attorney in Suffolk County, who spoke on trends in domestic violence and how healthcare providers can help. In collaboration with the Domestic Violence Task Force, the Police and Security Department is looking forward to hosting more speakers and increasing employee education. The MGH also offers on a regular basis the Street Smart self defense courses and MOAB — Management of Aggressive Behavior classes.

If an employee is worried about his or her safety, the Police and Security Department will arrange for escorts, home safety audits to identify vulnerabilities, and even will schedule appointments with other hospital resources.

The department liaises with area town and city court systems and police departments and has worked with local authorities on everything from increasing patrols near an employee's home, to navigating the judicial system to obtain a restraining order.

In cases where legal action is called for, a staff member reviews the process with the employee and accompanies the employee to any legal proceedings. Requests for restraining orders can be filed 24 hours a day. Usually an arraignment is held one week later to determine if the restraining order will be extended. Mr. Sauve notes that in 100% of the cases he has worked on, the employees have always attended the arraignments. To date the Special Investigation Unit has assisted employees in assault and harassment cases resulting in 12 restraining orders. Often just the knowledge that these difficult steps will not be taken alone but will be shared with a professional gives victims the assurance to take action to protect themselves.

Aside from the important personal emotional, and physical dangers of harassment, extortion and physical abuse, the tolls on the MGH could be high if these problems are left unattended. Ms. Michelman relates that there is a huge potential financial impact on the hospital in the form of higher absentee rates, tardiness and increased accident frequency, as well as higher employee turnover with resultant training costs. They do reflect in part the fact that so many employees reside in urban areas such as those where violence has escalated throughout the country.

Whether the increased reporting of cases is a sign of the times, a result of increased employee awareness of available services, or the sometimes comforting visibility of a female security director, the requests for assistance are on the rise.

"It is unfortunate that the problem is as pervasive as it is, but it is positive to see people coming forward in a safe, confidential environment to take advantage of the range of services we offer," said Ms. Michelman.

What's Happening In General

"Build Your Way to Good Nutrition" in March

National Nutrition Month, sponsored by the Department of Dietetics, focuses this year on the new Food Guide Pyramid developed by the USDA's Department of Health and Human Services. The pyramid concept, designed to help Americans better understand the basic elements of healthy eating, focuses on making healthy choices from each food group and learning how to select daily serving amounts. Low and nonfat cheese tastings will be offered on March 18-19 in the General Cafeteria.

Volunteers needed

The Reproductive Endocrine Unit needs healthy overweight women, ages 18-40, with regular menstrual cycles and on no medications, to participate in ongoing research. There will be financial compensation for participants and opportunities for repeat studies. Call Linda at 6-5387 for information.

Maternal epilepsy study

The Embryology-Teratology Unit of the Children's Service seeks children ages, 6-16, whose mothers have or have had a seizure disorder, but were not taking anticonvulsant medication during pregnancy. Participation involves a one half-day visit with flexible after-school appointments available. Both parents must participate, but the parent with the less flexible schedule may be seen at a separate time. The evaluation covers hearing, neurology, and a test of learning ability. Expenses will be reimbursed, and each enrolled child will receive a $50 stipend. For more information, please call Julie Goodwin at 6-5778.

Advanced cardiac life support provider course

The Department of Emergency Services will offer a two-day course on March 22, and March 24. Call 726-7622 to enroll.

"Prayers for Healing"

The Chaplains' Department is continuing its evening services, "Prayers for Healing," for patients, family, and staff. The schedule has been expanded to accommodate patient requests. The services now will be held from 6:30 to 7:00 p.m. on the second Tuesday and fourth Thursday of each month. Nurses will attend to assist with medical interpretation. Inpatients who need help with transportation can call the Volunteer Office at 6-8540.

The Chapel is located on the first floor of the Ellison Building. Nurses interested in serving as interpreters for these services are encouraged to call the Chaplains' Department at 6-2220.

Laurence J. Ronan, MD was selected to be among three doctors and 13 other healthcare providers in the Boston area to meet with Hillary Rodham Clinton, the appointed head of the National Task Force on Health Care Reform, on her recent visit to Boston.

Dr. Ronan, a staff physician at the MGH's Chelsea Memorial Health Center and program director of the MGH Combined Residency Training Program in Medicine/Pediatrics, provided testimony on the problems facing the practicing generalist, the national crisis in recruiting young doctors into primary care, and innovative community-based residency training programs such as the one geared to doctors trained in medicine and pediatrics at MGH.

The Massachusetts General Staff Associates has elected new Officers: **Dr. Nina Rubin** has been appointed **Chairman of the Executive Board, Dr. John E. Godine, Vice-Chairman**, and **Dr. Jerry Younger, Secretary and Editor of the "MGH Physician."**

The **MGH Pulmonary and Thoracic Surgery Units** have been awarded a large program project grant to investigate genetic susceptibility to lung cancer. The project, based at the Harvard University School of Public Health, involves collaborating centers at Harvard, the MGH, and University of California at San Francisco. The principal investigator is **David C. Christiani, MD**, who leads a team of investigators from disciplines as diverse as thoracic surgery, chest medicine, molecular biology, and environmental cancer causing in an effort to clarify the role of heritable factors in lung cancer. Other MGH co-investigators include **Homayoun Kazemi, MD, and Eugene Mark, MD.**

Maryann (Mandy) Bass, RN, MS, CCRN, Transplantation Clinical Nurse Specialist, will complete a fellowship focusing on "Creating a Climate for Change." The American Association of Critical Care Nurses is participating in the new Wyeth-Ayerst Nursing Fellows Reporter Program offered by the American Journal of Nursing Company through an educational grant from Wyeth-Ayerst Labotratories. Ms. Bass's mentor at MGH will be **Thomas Smith, RN, MS, Director, Intensive Care and Pediatric Nursing Services.**

Susan Grainger Humphreys, RN, was named Nurse Manager of the NICU and PICU in January. Grainger Humphreys, Nurse Manager of Founders House 8 since 1987, had been acting nurse manager of the NICU and PICU since March 1992.

Blood Donor Month

In honor of National Volunteer Blood Donor Month in January, the MGH Blood Transfusion Service held a blood drive to encourage employees to donate blood.

While many departments, among them Police and Security and Dietetics, were well-represented at the blood drive, the department that excelled in this year's effort was Radiology. There were 73 people from that department donating blood during January.

"They especially came through for us," said Harold Warford, Director of Community Relations for the Blood Transfusion Service.

A committee formed to promote the blood drive in the Radiology Department included Karen Costello-Mosher, Patty Marotta, Theresa Bolt, and Carolyn Pickett.

"I think there were a lot of people who had been afraid of needles when they all came down," said Ms. Bolt.

For more information on donating blood at the MGH, call Janet at 6-8177.

Pictured above are Donna Bouley, RN, left, who rotates between the White and Ellison buildings, and Lisa Champagne, RTR, who works in Radiology on Ellison 2.

AIDS Quilt Displayed at the MGH

MGH employees had an opportunity to view a segment of the Names Project AIDS International quilt during the week of Feb. 8-12. Exhibited around the world in segments and occasionally in its entirety, the quilt was shown at the MGH East and the main campus.

The quilt is comprised of panels with embroidered art and memorabilia that honor AIDS victims who have died. The display was only part of an effort to increase awareness and education of the AIDS disease. An educational program, divided into caregiver and non-caregiver sections, was presented in conjunction with the exhibit.

The Emmy-award winning video "Common Threads" was screened and a panel discussion featuring AIDS patients was held. Oral presentations — "HIV: How You Get It, How You Don't" and "What's Happening in AIDS Research at the MGH" — primarily geared to non-caregivers were presented.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Edi*

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MGH HOTLINE UPDATE

We wish to express our sincere apologies to the former staffs of Ellison 6 Orthopaedics and White 11 Urology for our error printed in the March 11, 1993 edition of the MGH Hotline.

Although Founders House 6 and Founders House 7 are physically closed to admissions, the patients and staffs of these units were moved together to White 9 and White 11. As a result of these and subsequent moves, it was the staffs of Ellison 6 Orthopaedics and White 11 Urology who were dispersed and offered positions on a variety of other units and departments.

We are sorry!

The MGH Hotline

PLEASE RECYCLE

MGH HOTLINE

1 April 1993

A publication of the
News and Public Affairs Office
of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Tunnel linking the MGH to Shriners closing April 12

New arrangements for staff access and patient transport announced

To improve their current services and create space for high-demand outpatient services and biotechnical research, Shriners Burns Institute is constructing a new facility at its current site. The groundbreaking ceremony on November 1, 1992, set off a series of steps allowing Shriners to continue uninterrupted patient service during construction. "The new facility and increased space will enable Shriners to provide improved service to our patients," said Ronald Tompkins, MD, ScD, Shriners Hospital Chief of Staff and Chief of Burn and Trauma Services at the MGH.

Beginning April 12, the underground tunnel connecting the MGH with Shriners will close for approximately one year. A Shriners security guard will be available 24 hours a day to escort MGH staff members to the new Shriners entrance on Cardinal O'Connell Way. A telephone linked to the Shriners security desk will be located at the Blossom Street door of the Edwards Research Building. Patient transport will be via ambulances linked by the telephone emergency system C-Med.

These arrangements will help the MGH and Shriners to continue their long-standing successful alliance. Shriners Burns Institute is owned and operated by the Shriners Hospitals for Crippled Children. Since the Institute's opening in 1968, the Shriners Boston Unit and the MGH have benefited from the shared expertise of many staff members.

"The new building will allow us to increase our services, which will be especially important considering trends in healthcare," said Mary Lou Ryan, RN, MS, Director of Patient Care Services at Shriners Hospital.

The new 200,000-square-foot facility, two and a half times the current building size, will house a state-of-the-art auditorium. The current auditorium will continue to be available to the MGH community through the end of 1994. Those scheduling events for 1995 and beyond are asked to check with Shriners for available facilities.

For the next two years, scaffolding will mask the construction of five floors above the current structure. Once the upper floors are completed, the services now in the Shriners building will move to the new freestanding structure above. The lower structure will be demolished, and an additional four stories constructed in its place and linked to the upper five floors. At that time increased areas for outpatient services and research will be available, improving overall patient care.

An artists rendition of the new Shriners Hospital.

Shriners Construction Timeline

- **November 1, 1992 — groundbreaking ceremony held for new Shriners Hospital**
- **April 12, 1993 — tunnel linking the MGH to Shriners closes; staff access through Edwards Research building with escort begins; patients transported to and from Shriners by ambulance; construction begins to create upper five floors of the new structure**
- **Spring of 1994 — tunnel to Shriners reopens**
- **Early 1995 — services move from existing building to new upper structure; auditorium closes; lower, older structure demolished; work begins on the lower part of the new structure**
- **Mid-1996 — lower four floors completed and linked to upper five floors; new auditorium opens**

Bone marrow transplants begin at the MGH

For patients with a whole host of life-threatening diseases — leukemia, lymphomas, various solid tumors, and several anemias and immune system disorders — the best and often only chance for survival is a bone marrow transplant (BMT). On February 23 the Public Health Council of Massachusetts approved the MGH's Determination of Need application enabling the new Bone Marrow Transplant Center to establish an allogeneic (using marrow from a donor) transplant program.

Thomas R. Spitzer, MD, (pictured) who joined the MGH in September to head the new BMT unit, hopes to carve out a niche for the MGH in the field of bone marrow transplantation by offering expert care in "mismatched" transplants as well as more traditional types of transplants involving closely matched bone marrow donors. Currently Dr. Spitzer estimates that there are fewer than ten centers doing significant work in this specialized area nationwide, and the MGH will be the only one in New England. "The MGH is unique in [illegible] it has a research background to support clinical trials for mismatched BMT programs," said Dr. Spitzer. He intends to incorporate into patient treatment results of the research of David H. Sachs, MD, and Megan Sykes, MD, at the MGH East.

In addition to the state approval, several other items were factored into getting the BMT unit up and running. Special staffing issues had to be addressed, a specific written treatment protocol with MGH approval needed to be in place, and the physical capabilities needed to be established. Currently a two-bed temporary unit will be used until a final six-bed unit on Ellison 14 is completed this summer.

Dr. Spitzer's work in bone marrow transplants began more than a decade ago. In 1983 he became Associate Director of the Adult BMT Program at the University Hospitals of Cleveland. From there he moved to Georgetown University and was the Director of the BMT Program there before coming to the MGH last fall. His medical training includes an MD from the University of Rochester School of Medicine, a senior residency at Memorial Sloan Kettering Cancer Center, and a fellowship in Hematology/Oncology at Case Western Reserve University.

About BMTs

BMTs are actually transfusions of the spongy tissue inside bones which manufactures various components of blood and the immune system. They generally fall into two

continued on page 7

Why identifying a disease gene is important

At first glance identifying a gene for a disease can seem far removed from helping a person coping with the disease. But in reality progress in treating disease comes in what is often a painfully slow series of steps. And in this series, what is learned at each step can shed light on the climb ahead.

In concrete terms identifying a gene can help patients in several ways:

- Often, identifying a gene can lead to more effective diagnostic tests, which can be helpful in anticipating, coping with, and sometimes even limiting the scope of a disease likely to hit an individual.
- Sometimes the mechanics of a problem in one disease — how the genetic defect leads to disease symptoms — have implications for other related diseases.
- Once you know w*here* something is going wrong, you can more clearly and purposefully investigate *what* is going wrong. In other words, if your roof is leaking, you need to know where it is leaking before you can figure out what caused the leak, and ultimately, how to fix it.

Researchers at the MGH have been climbing the genetic "staircases" of many diseases and recently have crossed the landing in two. The stories on ALS (page 2) and NF2 (page 3) may give you a closer view of these diseases and the work of these researchers.

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Discovering the gene for ALS — "Lou Gehrig's disease"

by Ann MacDonald

Researchers at the MGH have discovered a long-sought gene for "Lou Gehrig's disease", associated with the New York Yankees' first baseman and four-time American League MVP, who died of amyotrophic lateral sclerosis (ALS) in 1941.

In a nationwide collaborative study, the MGH investigators found a gene for familial (inherited) ALS. But the scientists believe a similar mechanism might cause the disease in people with no family history of ALS. The researchers reported their findings in the March 4 issue of the British scientific journal *Nature*.

The finding is significant because it raises the possibility of finding a way to reverse or halt this deadly disease, which has so far eluded any attempt at treatment or cure. Plans for testing such treatments are already in progress.

ALS is a devastating disorder that begins when nerves in the brain and spinal cord degenerate. This results in a progressive weakness and wasting (atrophy) of muscles, leading to paralysis and, inevitably, death — generally within five years.

As many as 5,000 people in the United States develop ALS each year — believed to be similar to the annual number of new cases of multiple sclerosis. Roughly 100,000 people worldwide are stricken with ALS each year.

"We hope this will be a breakthrough," said Robert H. Brown, Jr., MD, PhD, Director of the Cecil B. Day Laboratory for Neuromuscular Research at the MGH, who is senior author of the paper. "It's enormously exciting. We've been trying to find the cause of this disease for over 13 years."

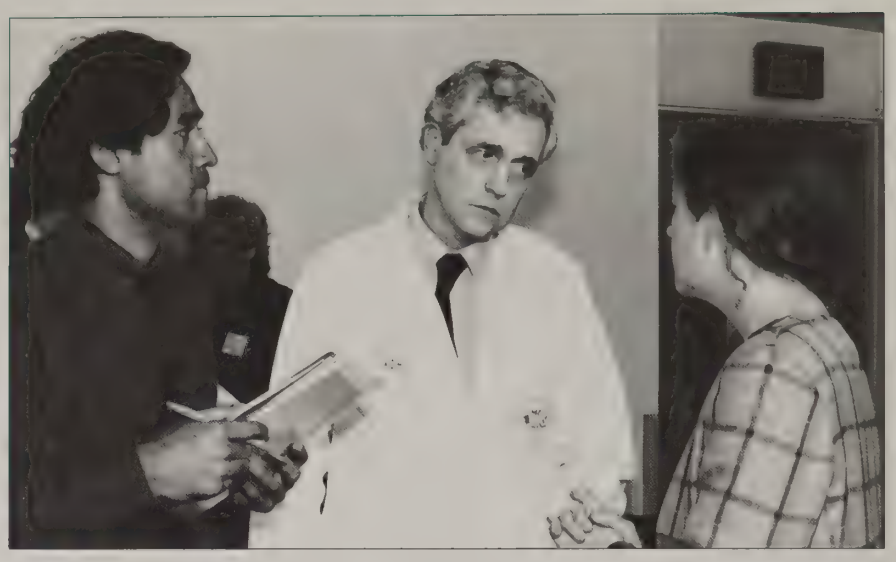
H. Robert Horvitz, PhD, of the Massachusetts Institute of Technology and a Howard Hughes Medical Institute investigator, was a "cornerstone" of the study, Dr. Brown said. A world expert on how genetic defects make nerve cells die, Dr. Horvitz contributed both intellectually and financially.

Another essential collaborator was James F. Gusella, PhD, Director of the Molecular Neurogenetics Unit, whose laboratory was indispensable in this work. Joining also in the effort were researchers from the Northwestern University Medical School, the Eleanor Roosevelt Institute for Cancer Research, Duke University Medical Center, and the Montreal General Hospital Research Institute, among others.

Tracking down the gene

The culprit is a gene located on chromosome 21. The gene carries instructions for (encodes) an enzyme (a substance that regulates the rate of a reaction in the body) known as superoxide dismutase (SOD1).

The decision to study SOD1 for mutations was based on gene linkage analysis published in 1991 in the *New England Journal of Medicine*, with Teepu Siddique of Northwestern University Medical School in Chicago as senior author. This article identified the location of a familial ALS gene on a portion of chromosome 21.



A reporter listens as Dr. Robert H. Brown, Jr., middle, and Dr. Anne B. Young, Chief of Neurology, speak.

By good fortune, scientists had already studied the culprit enzyme extensively because SOD1 plays an important role in maintaining the normal metabolism of a cell. Knowing so much about the enzyme enhances chances of finding treatments.

Dr. Brown estimated that there are over 10,000 references to this enzyme in scientific literature. But this is the first time anyone has linked it to ALS.

In healthy cells, SOD1 neutralizes dangerous chemicals, known as free radicals, which would otherwise destroy nerve cells.

But when the gene that encodes this enzyme is changed (mutated), the enzyme becomes altered so that it can no longer prevent free radicals from destroying nerve cells. It is also possible that a mutant enzyme is itself toxic to the nerve cells.

The researchers do not yet know whether the enzyme is over- or underactivated by the mutated gene. But that will not impede their efforts to translate their findings into new treatments.

The significance of locating the gene

"Whatever the cause, the effect is that when SOD1 is damaged, too many free radicals are set loose," said Dr. Brown, who is also Associate Professor in Neurology at Harvard Medical School. "The implication for treatment is to find substances that can penetrate the central nervous system and decrease levels of these free radicals."

"We've now screened over 100 families for this mutation," said Daniel R. Rosen, PhD, who led the genetic probing in Dr. Brown's laboratory and is first author of the *Nature* paper.

Researchers found mutations in 13 of those families and expect to find them in many more.

"It's just that we haven't completely screened the gene in every single person yet," Dr. Rosen said. "But the pattern was clearly there."

"We decided it was important to communicate this information quickly so that other researchers can follow up our work," Dr. Brown said.

The findings have implications beyond the study of ALS. "Scientists funded by the National Institute on Aging have studied the SOD gene for years, with mounting evidence that SOD protects against oxidative damage caused by free radicals," said Dr. Gene Cohen, Acting Director of NIA. "This link with ALS adds further to the notion that we may be able to slow the rate of normal aging and age-related loss of function by preventing oxidative damage. We are very excited by this finding. It has extremely far-reaching implications."

"This discovery is extremely important because it marks the first identification of a specific gene for a neurodegenerative disease of adult life," said Carl M. Leventhal, MD, Director of the National Institute of Neurological Disorders and Stroke program that contributed to support for the research reported in *Nature*.

About 10 percent of all cases of ALS occur in families with a history of the disease. The remaining 90 percent are "sporadic" cases — they occur in people with no such history.

But the two forms of the disease are very similar. "They are close to identical," said Dr. Brown. "So much so that at any one point in time, if you look at any one individual with familial or sporadic disease, you can't tell them apart."

For that reason, the researchers believe both forms of the disease should respond to the same treatments, once those therapies are developed.

Smoke-free at the MGH

With tobacco taxes increasing, the number of places where smoking is allowed shrinking, and the list of health hazards attributed to smoking growing, more and more people are deciding to quit. For some, it's that easy; for most, it's not. For MGH employees who want to quit smoking but need some help, the hospital has started a free comprehensive smoking cessation program. "The hospital is interested in helping people who want to give up the habit and get healthier," said Nancy Rigotti, MD, Director of the new MGH Quit Smoking Service.

The program offered to MGH employees incorporates both behavior modification counseling in a group setting and the Prostep nicotine skin patch. Both the counseling program and the nicotine patch will be provided free of charge to the first 100 employees who enroll.

The program is possible because Prostep's manufacturer, Lederle Laboratories, has donated the patches, and the MGH is donating the extensive counseling services.

Participating employees will have an initial evaluation and then attend four group counseling sessions over eight weeks. They will be provided with a six-week course of nicotine patches. To enable the staff to better understand the smoking cessation process and factors contributing to success, employees' progress will be monitored for one year. In addition to the scheduled sessions, employees in the program can access on-the-spot counseling by calling the Quit Smoking Line or a special toll-free phone counseling service established by Lederle.

The employee program is a joint venture of Employee Health Services and the new MGH Quit Smoking Service, itself a collaboration between Preventive Cardiology and the General Internal Medicine Unit. Dr. Rigotti hopes that this pilot study will lead to a program serving inpatients and outpatients. The Quit Smoking Line will serve as the phone line for information about quitting smoking services at the MGH.

The MGH Quit Smoking Service consists of Nancy Rigotti, MD, Director; Lela Polivogianis, MD; Thelma Tisdale, RN, MPH, Program Coordinator; Kathleen McKool, RN, MSN; and Andrew Littman, MD. They developed the employee program in collaboration with Linda Lass-Schumacher, Health Education Coordinator, Employee Health Services.

To sign-up, employees can call Linda Lass-Schumacher at 6-1625, or the Quit Smoking Line at 6-7443.

Elevator Etiquette for Employees

In the interest of promoting smooth use of the MGH elevators, the MGH Elevator Task Force makes the following suggestions.

Patients come first.
If there is not enough room for a patient, whether in a wheelchair, stretcher, or ambulatory, get off and take your cart with you (if you have one). Always make room for a patient.

Passenger elevators are for passenger uses.
If you are transporting a patient, supplies, equipment or anything requiring a wheeled vehicle, stay off the passenger elevators. They are not for you.

Service elevators are for service uses.
If you are **not** transporting a patient, supplies, equipment or anything requiring a wheeled vehicle, stay off the service elevators. They are not for you.

Remember patient confidentiality.
Do not discuss patients in elevators, even service elevators. Employees and their families can be patients, too.

Emergency stop buttons are for emergencies.
They are not for convenience. When the Medical Emergency light flashes, exit the elevator so the medical emergency team can board.

Walk up two, walk down two.
The staircases are wonderful places to get your aerobic workout. Do not strain the elevators with short trips.

When in doubt, remember patients come first.

MGH HOTLINE

Gene located for tumor-causing NF2

by Ann MacDonald

Researchers at the MGH have identified a new type of tumor suppressor gene that has been associated with both inherited and noninherited forms of cancer.

When inactivated, this gene causes a rare but severe inherited disorder characterized by multiple spinal and intracranial (brain) tumors. More important, however, the same gene is implicated in about 30 percent of brain tumors occurring sporadically in the population. Each year, about 15,600 people in the United States are diagnosed with brain tumors, and about 11,500 people die from them.

As reported in the March 12 issue of *Cell*, the researchers have isolated a gene on chromosome 22 that, when defective, is responsible for neurofibromatosis type 2 (NF2). People with this disorder suffer from multiple slow-growing brain and spinal cord tumors that gradually cause deafness, balance disorders, paralysis, or other severe neurological problems.

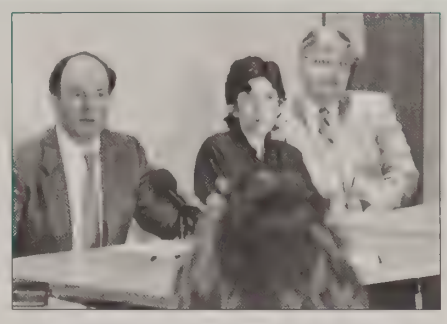
What intrigues scientists is that, although NF2 is an uncommon disorder, the types of tumors it produces are found often in the general population as solitary "sporadic" tumors — those that cannot be linked to a family history. There are strong indications that the same genetic mechanism which causes NF2 may also be responsible for these brain tumors, said James F. Gusella, PhD, Director of the Molecular Neurogenetics Unit at the MGH Neuroscience Center, who led the collaborative research.

Tumor development

Each person is born with two copies of the NF2 gene. Tumors develop only after both copies are damaged in some way. In NF2, one copy is already damaged and passed on from generation to generation. Tumors form when the second copy in a cell is damaged.

"Identification of the NF2 gene and future research concerning its function will allow earlier and more accurate diagnosis of NF2 and may allow development of more effective therapies," said Dr. Dilys M. Parry of the National Institutes of Health.

NF2 is distinct from another inherited illness, neurofibromatosis type 1 or von Recklinghausen's disease, which is characterized by



(left to right) At the news conference NF2 patient, Patrick McDonough, answers questions with two of the paper's authors from the MGH: Dr. Mia MacCollin and Dr. James Gusella.

tumor-like growths on the skin and is often confused with the so-called Elephant Man's disease.

Healthy cells have several inborn safeguards that, when functioning properly, prevent cells from growing out of control and forming tumorous masses. These have been termed "tumor suppressor" genes, and they work in a number of different ways and at different stages in the growth process. The NF2 gene apparently behaves differently from other known tumor suppressor genes since it may be connected to processes that control cell shape and movement.

"The NF2 gene suggests a completely different angle on how cells control growth," said Dr. Gusella, who is also Professor of Genetics at Harvard Medical School.

The NF2 gene produces a protein that is thought to act as a link between proteins in the cell membrane, which holds the cell together, and the cytoskeleton, a complicated latticework of tiny filaments that acts as a scaffolding supporting the cell.

As such, the researchers believe the protein may play a crucial role in any of a wide range of cellular activities, such as determining cell shape, movement, division, anchorage, and cell-to-cell communication. More research is needed before the investigators will know precisely which cellular activity is disrupted when the protein becomes inactivated.

In addition to Dr. Gusella, the authors include James A. Trofatter (first author), Mia M. MacCollin, Joni L. Rutter, Jill R. Murrell, Mabel P. Duyao, Karen Pulaski, Volker H. Haase, Christine M. Ambrose, Catherine Bove, Jonathan L. Haines, Marcy E. MacDonald, M. Priscilla Short, and Alan J. Buckler, all of the MGH; Dilys M. Parry, of the National Cancer Institute; Roswell Eldridge, retired from the U.S. Public Health Service; Nikolai Kley and Bernd R. Seizinger, of Bristol-Myers Squibb Pharmaceutical Research Institute; Anil G. Menon, of the University of Cincinnati Medical Center; and Robert L. Martuza, of Georgetown University Medical Center.

This work was supported by grants from the National Institute of Neurological Disorders and Stroke (NINDS) of the National Institutes of Health, Neurofibromatosis Inc.-Mass. Bay Area, the Milton M. Ratner Foundation, and Bristol-Myers Squibb. Individual investigators received fellowship support from the Howard Hughes Medical Institute, the National Neurofibromatosis Foundation, the Huntington's Disease Society of America, and the Hereditary Disease Foundation.

Bone marrow transplants continued

categories: autologous — when a patient's own bone marrow is used in the transplant; and allogeneic — when donor marrow is used. With this latest state approval, the MGH is now able to offer both types of procedures to patients.

All BMTs have several steps in common: bone marrow is retrieved from either a patient or a donor and then purified. The patient is prepared for the transplant by receiving a combination of high-dose chemotherapy and/or radiation to ensure that any malignant cells are destroyed and to prevent the patient's own bone marrow from "attacking" the newly transplanted marrow. Purified marrow is then introduced intravenously to the patient. In a manner not yet completely understood, the marrow travels through the bloodstream to its "home" inside the bones where it begins producing normal blood cells two to four weeks after infusion. The weeks before the new bone marrow begins producing blood cells can be especially difficult for the patient because preparation for the transplant has destroyed the patient's own marrow, crippling the natural defenses of the immune system.

Even when the patient's own marrow is used in a transplant, complications like nausea, vomiting, fever, diarrhea, and extreme weakness are common. When donor marrow is used, further complications may arise if the patient's own system rejects the donor marrow (graft rejection), or if graft-versus-host disease (GVHD) occurs and the donor's bone marrow cells attack the patient's tissues and organs. In order to minimize the likelihood of such rejection problems, every effort is made to find a donor with compatible marrow.

When determining the appropriateness of a match, many factors are examined, especially the similarity of HLA antigens, the so-called "genetic fingerprints" of white blood cells. Currently there are three HLA (human leukocyte antigen) sites that are examined most closely, each site with two pairs of antigens — one inherited from each parent. The more closely the six antigens in question match between patient and donor, the less chance of rejection. Because antigens are inherited, researchers try to locate a donor within the immediate family, but the likelihood of a match is statistically fairly low. Even between siblings, the most likely matches, there is only a 25 percent chance of an identical match.

Because locating exactly matched donors can be time-consuming and often impossible, Dr. Spitzer is directing the efforts of the MGH's BMT unit toward specializing in mismatched donations, situations where one to three of the six HLA antigens are not matched. He is likely to use a substance called interleukin 2 and an approach combining mismatched marrow with a patient's own marrow.

On March 1, the MGH hosted a free HLA screening day sponsored by the HLA Registry, a group that maintains files on potential donors and their antigen types. Cyndi Campbell, the BMT Patient Coordinator, arranged the blood drive and reports that it was a success: 140 employees had blood drawn to undergo HLA-typing. Ms. Campbell may schedule a similar day this spring if funding can be arranged; the cost of HLA-typing one person is approximately sixty dollars.

Dr. Spitzer expects the first BMT at the MGH to happen this spring. The patient will most likely undergo a transplant with matched marrow. As the program develops, Dr. Spitzer anticipates that an increasing number of patients needing BMTs but unable to find a close match will look toward the MGH for help. With 70 percent of those needing a donor BMT unable to have one because a suitable donor cannot be found, Dr. Spitzer's work with mismatched BMT is likely to be in high demand.

Correction

We apologize for not identifying Ann Reynolds, RN, BSN, a staff nurse on White 12, in a photograph of a ProTech student speaking to the MGH staff and congressional aides in the March 11 issue of *Hotline*.

Tranplantation at the MGH

The MGH transplantation program, under the direction of A. Benedict Cosimi, MD, Chief of the Transplantation Unit, and Paul S. Russell, MD, was one of the earliest to investigate marrow transplantation. Dr. Russell and several colleagues performed the first bone marrow transplant in the New England area for leukemic children in 1957. In fact, the MGH has one of the world's longest living recipients of a successful transplant performed in March of 1973 — 20 years ago — for aplastic anemia.

With the reinstitution of a bone marrow transplant program, the MGH now carries out heart, lung, kidney, kidney/pancreas, islet cell, liver, intestine, and bone transplants.

What's Happening

Are you running in this year's Boston Marathon?
If you'll be among the crowd on April 19, please let us know how long it took you to finish, and we will mention it in the next issue. Also, keep a lookout for a relay team of MGH cystic fibrosis patients whether you run or watch.

"See what we have in store for you"
Human Resources will sponsor a one-day celebration in honor of National Secretaries Week for all administrative and support staff. Presentations from John Dellaria Hair Salon, tantalizing surprises, refreshments, and door prizes will be available in the Walcott Conference Rooms 1 and 2 on Wednesday, April 21 from 11 am - 3 pm. A fashion show, by invitation only, will also be held as part of the celebration.

Symposium on trichotillomania (compulsive hair pulling)
Sponsored by the MGH Obsessive-Compulsive Disorders Clinic and Research Unit, the full-day symposium will provide information on trichotillomania useful to those who suffer with or have been affected by compulsive hair pulling, as well as health professionals interested in learning more about this disorder. Local and national experts will participate in lectures and workshops. The symposium will be held on Saturday, April 17 from 9 am to 5 pm at the Holiday Inn at 5 Blossom St. For more information call 6-6766.

Manage your weight without dieting
Winter is almost over and it's time to shed those extra pounds with those winter clothes. The MGH Nutrition Service Department is starting a new 12-week "Winning at the Losing Game Program." The program begins Tuesday, April 13 from 5:30-8 pm and meets for 12 consecutive weeks. Space is limited, so call 6-2779 now to enroll.

Employees have children too
The series sponsored by the Employee Assistance Program will continue today, April 1, with a free presentation on "Helping children feel great about themselves: Fostering self-esteem" from 11:45 am-1 pm in the Wellman Conference Room, Wellman Building first floor. Call 6-6976 for information and bring your lunch.

Medical Statistics Course
The Department of Radiation Oncology is sponsoring Medical Statistics Courses through June. The one-hour seminar style courses will cover self-contained topics and assume no prior knowledge of statistics or math. These free courses are open to the general medical community including staff physicians, residents, fellows, nursing staff, researchers, and other interested individuals. Call 6-8153 for information.

Volunteers needed to drive cancer patients to treatment
Many cancer patients receiving their cancer treatment here at the MGH rely on the Road to Recovery program of the American Cancer Society for rides to and from their treatment appointments. If you are interested in finding [illegible]ore, or would like posters or pamphlets describing the program and its need for volunteers to post in your community, please call 6-8673.

"Frontiers in Biomedical Research in Boston"
This scientific program, sponsored by the Council of the Interurban Clinical Club, will include presentations by Denise Faustman, MD, PhD, and Frederick Ausubel, PhD, of the MGH. The program will be Friday, April 2, at Beth Israel Hospital in the Sherman Auditorium.

Pregnant volunteers needed
Women 26 weeks or more into their pregnancy are needed for a non-invasive study evaluating the effect of a mother's voice on her fetus' heart rate. Volunteers can participate in one or two one-hour sessions. Call Deborah, a graduate student at the MGH Institute of Health Professions, at 522-6785 or 6-8019.

National Laboratory Week
Activities during the week of April 11-17 will showcase the role played by Laboratory professionals.

Tuesday, April 13, 9 am-noon
Tours of the newly renovated Anatomic Pathology laboratories will be given every hour on the hour leaving from the Warren Lobby.

Tuesday-Thursday 10 am-3 pm
Visit the booth in the WACC Lobby highlighting different laboratory areas. Information and lab testing will be provided.

Thursday, April 15, noon
The history of the MGH laboratories, upper amphitheater, Clinics Three. A box lunch will be provided for the first 75 attendees.

A display case in the White corridor will feature pictures of employees in the various laboratories. Posters in the lobbies and buttons on employee lapels will announce the week and identify those employees who work in "Your Laboratory: Where the investigation begins".

The laboratories are organized within the Department of Pathology, and are divided into two divisions, Clinical Pathology and Anatomic Pathology. They employ over 700 people, including pathologists, cytotechnologists, nurses, secretaries, technicians, phlebotomists, and specimen messengers.

The 250,000 certified laboratory personnel in more than 12,000 medical laboratories nationwide constitute, in numbers of people, the third largest segment of the medical services industry.

Organ and Tissue Donor Awareness Week
Look for informative displays, opportunities to meet transplant recipients, and a chance to find out more about this specialty during the week of April 19-25. The tables in the WACC lobby promise to be fascinating since the MGH is a leader in transplant procedures.

Women in Medicine and Science
The Women in Academic Medicine Network, comprised of Harvard-affiliated women physicians and scientists, will host "Moving up the Academic Ladder: Perspectives from the Basic and Clinical Sciences" at Harvard Medical School on Thursday, April 15, from noon-1:30 pm. For more information call 432-1537.

The MGH receives breast cancer outreach grant

The MGH Community Health Associates has received a $25,000 Community Outreach and Education Grant under the Massachusetts Department of Public Health Breast Cancer Initiative.

The principal investigators are Barbara L. Smith, MD, PhD, Director of the MGH Comprehensive Breast Health Center; Beth Beaumont, RNC, MS, Clinical Nursing Director, MGH Health Centers; and Ann Prestipino, Assistant General Director for Surgical Services. The intent of the grant, initially operating from January 1 through June 30 of 1993, is to develop and begin to implement community outreach and education programs targeted to underserved women 40 years and over or to those who have a family history of breast cancer. The investigators hope to educate women about the importance of early breast cancer detection and encourage them to identify a primary health care resource who can provide clinical breast exams, order mammograms, and screen for other forms of cancer.

"We expect that an ongoing relationship will be established through our outreach efforts," said Ms. Beaumont. "This will prove to be a challenging program to manage but a valuable resource to the communities."

The program targets Charlestown and the North End for the first six months of the grant. Program organizers hope to continue and increase funding to expand outreach into Chelsea and Revere.

In General

At the annual meeting of the Society of Gynecologic Surgeons, **David H. Nichols, MD**, Chief of Gynecologic Pelvic Surgery, was named Outstanding Surgeon of the Year. Dr. Nichols, formerly the Professor and Chairman of Obstetrics and Gynecology at Brown University, has been a Visiting Professor at Harvard Medical School and at the MGH for over a year. He has established a Pelvic Surgery Division for the department of Obstetrics and Gynecology. He is well-known for his innovative surgical contributions to the health care of women, particularly in the field of reconstructive pelvic surgery.

The American College of Cardiology has honored **Valentin Fuster, MD, PhD**, Chief of the MGH Cardiac Unit, with their Distinguished Scientist Award, presented to a Fellow of the College whose major contribution has been to the advancement of scientific knowledge in the field of cardiovascular disease. Dr. Fuster will receive this award in recognition of his outstanding contributions in clinical research. He is considered by many fellow researchers to be the pioneer in thrombocardiology, having made major advances in the understanding of platelet function.

Gary J. Geissler, MS, PT, ATC of the MGH Physical Therapy Associates and Clinical Director of Rehabilitation at Harvard University was recently appointed to the International Amateur Athletic Federation (IAAF) Medical Committee Working Group. The IAAF Medical Committee and Development Commission have agreed to cooperate on a project to develop a program of sports medicine education for various personnel involved in athletics/track and field. This program will be the first of its kind for the international sports medicine community.

Lisa Manna, RN, BSN, Respiratory/Surgical ICU staff nurse and **Kathy Paras, RN, BSN**, (staff nurse on the unit when she wrote the article) published "A Case Report of Postpneumonectomy Syndrome" in the March issue of the *American Journal of Critical Care.*

Bette Ann Harris, MS, PT, has been appointed the Director of the Graduate Program in Physical Therapy at the MGH Institute of Health Professions.

The Association of University Radiologists has awarded **Ralph Weissleder, MD, PhD,** a fellow in the Department of Radiology, the 1993 Association of University Radiologists Memorial Award in recognition of his paper "A Drug System (PDH) for Interventional Radiology: Synthesis, Properties and Efficacy".

The MGH Dental Group announces the availability of its services to the MGH community. The group provides a full range of dental services and accepts Delta Dental Insurance, the coverage available to MGH employees, as well as most other forms of insurance.

Children's Center plans spring raffle
The MGH Children's Center, located at Captain's Quarters in the Charlestown Navy Yard, will herald the arrival of spring with a raffle to benefit the Center's Book Fund. Tickets ($1 each or 6 for $5) will be sold April 14-16 in the WACC lobby and outside the main cafeteria of the main hospital campus, and in the lobby of Building 149 in Charlestown. Headlining the prize list are health club memberships, gift certificates to area restaurants, and an autographed Bruins hockey stick. A drawing of prize winners will be held on April 20. Call 6-KIDS for [illegible]ormation.

. . . openings at the Children's Center
The Children's Center has three full-time openings in the Little Baby Room for children three months through six months old. They are also accepting applications for anticipated summer/fall openings in the Infant, Toddler, and Preschool classrooms. For applications call 6-KIDS.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

22 April 1993

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Bartlett 9, Extension 6-2206

Karlotta Fitch, Histology Technician at the MGH Alzheimer Disease Research Center; and Rafael Gutierres, Timilty School 6th grader, prepare to present their project on short-term memory. Photo by Judy Manola, MS, RD, Manager Dietetic Computer Systems Operations.

For more on Timilty see page 3

About organ donation

- **The number of people in the US awaiting organ transplants is at an all-time high — more than 30,000**
- **Offering the organ and tissue donation option provides the opportunity to turn one family's tragedy into a gift of life for others**
- **More than 150,000 organ transplants have been performed in the US since 1954**

Have a Heart

As Joe Ferreira lay awake on the operating table awaiting the go-ahead signal from his medical team, the radio played Bonnie Raitt's popular hit song "Have a Heart." The coincidence proved once again that life is stranger than fiction. The next thing he remembers is being anesthetized for his heart transplant operation.

"I signed up as a donor years ago but never thought or believed this would happen to someone I knew," said Joe's wife, Karen Ferreira, who for the past six years has worked at the MGH as Secretary to David Lhowe, MD, Orthopædics.

Ten years earlier Mr. Ferreira had been an active, seemingly healthy 42-year-old police officer — a 15-year veteran of the force, a husband and a father. In the middle of making an arrest, he had his first heart attack, triggering a series of health problems. The heart attack, though minor, instilled in Mr. Ferreira a sense of doubt about his health for which there was no room in the quick-response, confidence-mandatory arena of police work. He retired from the force the next year, in 1983.

In 1986 he experienced a massive heart attack, followed five days later by emergency bypass surgery for five arteries. The following year brought a struggle to regain his health muddled by a host of complications. By 1988 his health had deteriorated further, and his heart was working at 15 percent of its normal capacity. His doctor told him he would probably need a new heart eventually.

Progressively weaker, by 1990 he used a wheelchair when he went outdoors and was on oxygen 24 hours a day. For a man who had led such an active life, not being able to walk across a room or even lift a gallon of milk was incredibly discouraging. In April of 1991 he was evaluated as a candidate for transplant and placed on the waiting list. Expecting to wait almost a year, hoping luck would be on his side, and without any alternatives, he went home to wait.

Just weeks later he returned to the hospital with congestive heart failure. His condition had deteriorated making him a priority transplant candidate. On May 13, 1991, a compatible donor heart was located. "There are so many people who need organs on the waiting list and not enough donors for the patients in need," said Mr. Ferreira. "I feel so fortunate to have received a heart. I wish I could thank the donor's family personally."

"People fear death and may not talk about donating organs," said Mrs. Ferreira. "The donor and the donor's family are so unselfish, they have given the greatest gift — of life. We would like to encourage more people to consider organ donation"

Joe Ferreira, carrying a box he would not have been able to lift before his heart transplant, with wife, Karen, in front of her office building on Cambridge Street.

After his operation Mr. Ferreira awoke in a glass room in the Ellison 4 Surgical Intensive Care Unit (SICU) to see Mary Toomey, RN, prompting him to open his eyes. "The doctors and nurses at Mount Auburn Hospital, where I was before, and then at the MGH were great. Really excellent. Dr. Alan Hilgenberg,who performed my bypass in 1986 was the surgeon who prepared me to receive the donor heart. Dr. Gus Vlahakes, who retrieved the heart from the donor in the middle of the night and then returned to the MGH, implanted the heart in me; Dr. William Dec; Dr. Marc Semigran; Dr. David Torchiana; and nurse Sally Keck, the Clinical Specialist of Cardiac Transplantation Program . . . there are so many people to thank," said Mr. Ferreira.

Soon after his transplant, he was on a stationary bicycle in the midst of his recovery under the urging of his physical therapist, Mary Williamson, PT. "She pushed me. I was doing things I hadn't done in years. I am very grateful — I would not be in this good condition if not for her encouragement," said Mr. Ferreira.

More on page 2

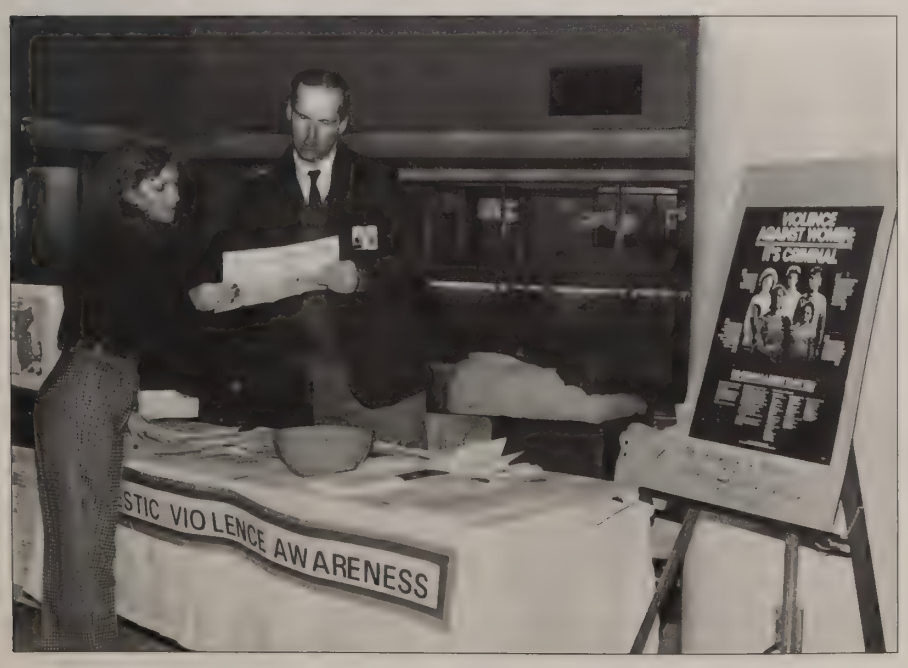
Domestic Violence Task Force marks anniversary

May will mark the one-year anniversary of the MGH Domestic Violence Task Force (DVTF), a multidisciplinary working group originally started by Social Service Department staff, following a social work conference on domestic violence last March. Staff from all departments are finding that violence is reaching epidemic proportions and is greatly impacting the patient population as well as MGH employees.

The Massachusetts Medical Society has found that the number of battering injuries suffered by women is greater than the total number of injuries sustained from car accidents, muggings, and rapes combined, which makes battering the most common cause of traumatic injury to women in the United States. Conservative estimates indicate that one in seven women seen for general medical care in office practice and one in three women seeking care for any reason in hospital emergency rooms are victims of violence.

The MGH DVTF is comprised of representatives from Social Service,

More on page 3



Karl Hanson of Police & Security speaks to Barbara Fabiano of Patient F[illegible]cial Services at DVTF information table in the WACC

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The MGH celebrates Children and Hospitals Week

The Pediatric Service recently celebrated Children and Hospitals week from March 21-27. Sponsored by the Association for the Care of Children's Health (ACCH), the nationally celebrated week of educational programming increases public awareness of the need for high quality pediatric health care that addresses the unique emotional and developmental needs of children. It supports the importance of a family-centered, holistic approach in the delivery of care for children, which is psychologically sound, developmentally appropriate, and encompasses the needs of both child and family.

This year's theme of "Commitment to Caring" reflects the belief at the MGH that all children and their families deserve the best health care possible. A variety of activities highlighted those who make the Pediatric Service unique. Patient care units were decorated with banners and balloons.

A multi-disciplinary breakfast for staff, provided by the Dietary Department, kicked off the week. Dr. Michael Jellinek, MD, Chief of Child Psychiatry, presented a well-attended lecture on the timely topic of leaving children unattended entitled: "Home Alone: Carrot Sticks and Video Games." Thursday's "Magical Party," featuring Liam the Magician entertaining the audience with his mystifying tricks and humor, was followed by delicious party fare.

Throughout the week a display in the White corridor, enhanced by photographs of pediatric patients, provided important pediatric-focused information. While being lots of fun, the week more importantly heightened the awareness of the ever-present need for a commitment to the issues of quality pediatric health care.

Photos of children at the "Magical Party" watching Liam the Magician perform

Medical News

Huntington's disease gene located

The identification of the Huntington's disease (HD) gene concluded an unprecedented streak, in which the finding of genes for three different diseases has been reported in one month's time by a single hospital. What is more, all three genes were found by members of the MGH Department of Neurology.

Earlier in March researchers had announced the discovery of genes for amyotrophic lateral sclerosis (also known as "Lou Gehrig's disease.") The following week, the identification of the gene that causes neurofibromatosis type 2 (NF2) was announced.

Most recently, a team led by James F. Gusella, PhD, Director of the MGH Molecular Neurogenetics Unit, reported in the journal *Cell* the discovery in their laboratory of the long-sought gene for Huntington's disease (HD). In 1983, Dr. Gusella's group discovered the first marker for HD in his MGH laboratory.

An international team working on the HD gene included the following members of Dr. Gusella's laboratory: Marcy MacDonald, Christine Ambrose, Mabel Duyao, Lakahmi Srinldhl, Glenn Barnes, Heather MacFarlane, Barbara Jenkins, and Mary Anne Anderson. Members Carol Lin, Sherryl Taylor, Marianne James, and Nicolet Groot also contributed but are no longer in Dr. Gusella's laboratory.

Hysterectomies

Doctors at the MGH, writing in the March 25 issue of *New England Journal of Medicine (NEJM)* recommend that a woman carefully consider the alternatives before agreeing to undergo a hysterectomy for benign conditions. Since little research has been done on the procedure, its outcomes, and its alternatives when it is used to treat benign conditions, the doctors suggest that a woman's own preference for treatment should be given far greater weight.

Concerns about variations in the likelihood of undergoing the procedure related to geography, race, and physician, coupled with a desire to control health care costs, prompted the *NEJM* to ask for a review.

The paper's authors are all from the MGH: senior author, Isaac Schiff, MD, Chief of the Vincent Memorial Service; first author Karen J. Carlson, MD, a physician at the Vincent and Director of the MGH Women's Health Associates; and David H. Nichols, MD, Chief of Pelvic Reconstructive Surgery at the Vincent.

Help for trauma victims

Researchers at the MGH have identified a master switch that activates part of the body's defense arsenal after a major injury, such as a heart attack or a car accident.

Once the switch is turned "on," it unleashes infection-fighting cells known as neutrophils which attack and destroy damaged tissue. This is visible to the patient and the doctor as swelling around an injury.

When the switch remains on for too long, the body's defenses go into overdrive and attack healthy tissue as well, causing even more damage and sometimes death. Now that scientists have found the switch, they hope to find ways of turning it off by developing drugs that may be more effective than those currently available.

The scientists, M. Amin Arnaout, MD, Director of the Leukocyte and Inflammation Program at the MGH, who led the research, along with the paper's other authors Drs. Masahiro Mishichita and Viebeke Videm, reported their findings in the March 26 issue of the journal *Cell*.

HAVE A HEART continued

Today Mr. Ferreira walks three miles a day in good weather and rides a stationary bicycle 30 minutes a day in the winter. He says he really takes care of his body now. Healthy diet, good exercise, and stress reduction are high on his list of priorities. "I am living a different life because I got a second chance, and I don't want to mess it up. I am living my own life and the life of the donor who saved me."

Though he must be tested regularly and take medication to prevent rejection of his new heart, Mr. Ferreira — as well as his wife and their children — look at every day they have as one they would not have been able to share without the donation.

With a new life and regained strength and confidence, Mr. Ferreira has found a job after a long and hard job search. And yes, just to remind us that life is *still* stranger than fiction, he begins his job in May at a place more than familiar with transplants and chronic disease — the Kidney Center, a kidney dialysis facility.

What's Happening for Organ and Tissue Donation Awareness Week

Organ and tissue donation awareness week is April 19-23
For more information about donation and transplantation, an opportunity to meet organ recipients, and a video presentation, visit the information table on Thursday and Friday, April 22 and 23, from 10:00 am-2:00 pm in the Wang ACC. There also will be displays in the White and Gray lobbies.

On April 29, 7:00 am-9:00 am, there will be an in-service presentation for interested nursing staff, "An Overview of Organ and Tissue Donation Recovery." For more information call Brenda Stewart, RN, CCRN, Organ and Tissue Donation Coordinator, at 6-9220.

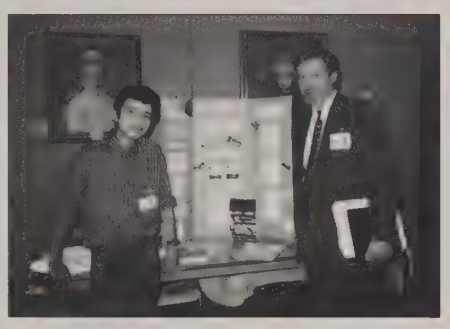
MGH HOTLINE

Timilty Science Fair

At the third annual MGH/ Timilty Science Fair, middle school students and their MGH mentors presented their diverse projects in the Walcott Rooms of the Wang ACC. The Science Fair Mentor Program paired 22 students with MGH employees to explore how schoolwork relates to real-life situations and professions. The Science Fair at the MGH gave students a chance to practice their presentation skills before proceeding to the competitive school fair.

The Science Fair Mentor Program is one of four Partnership Programs between the MGH and the James P. Timilty Middle School, a Boston public school in Roxbury, designed to enhance students' educational experience.

For information about next year's Science Fair or any of the MGH/Timilty Partnership programs, call Tom Marcussen at 6-5055.



MGH mentor Bill Banchiere, right, Director of Environmental Services; and Gersom Carache, Timilty 7th grader, present "The Archeology of Garbage."
Photo by Reem Jabr, MA, RD, Assistant Manager Dietetic Computer Systems Operations

Jessica Castro, Timilty 8th grader; and her MGH mentor Helen Doherty, Director of Dietetics; field questions about their project on metabolism and weight.
Photo by Felicia Robb, Timilty School Support Specialist

DVTF Anniversary continued

Police & Security, Employee Assistance, Nursing, Legal Counsel, Dietary, patient care representatives, Emergency Room, other hospital departments, and the MGH Health Centers. The group meets monthly to address issues of violence affecting patients and staff and is currently focusing on increasing hospital awareness of the problem, promoting staff education, and developing a domestic violence protocol to be utilized in the Emergency Room and Medical Walk-In Clinic.

The group plans to continue its efforts to address domestic violence affecting the hospital population. Future goals will focus on implementing training for staff and managers, putting together additional protocols, as well as developing specific support services. Those having questions about the Domestic Violence Task Force should call co-chairs Susan Lockett, LICSW, at 4-4355, or Susan Malloy, LICSW, 4-5755.

What's Happening

The MGH Sponsors "Charlestown Loves a Healthy Heart"

Stop by Johnny's Foodmaster on May 6, noon-8:00 pm, for smoking cessation information, blood pressure screening, free cholesterol testing, and other helpful tips for keeping your heart healthy.

"Trying to Live Forever"

Spaulding Rehabilitation Hospital will hold its 10th Annual Josiah A. Spaulding Lecture on May 4 at 6 pm. The featured speaker is George J. Annas, JD, MPH, The Edward R. Utley Professor of Law and Medicine at Boston University Schools of Medicine and Public Health. Professor Annas' lecture is entitled "Trying to Live Forever: The Ethical Challenge for Medicine and Society." For information call Ann Kramer, Director of Communications, at 720-6645.

Advanced cardiac life support providers

A recertification course, sponsored by the Department of Emergency Services, will be held on May 17 and 19. Call 6-7622 for registration information.

Better Speech and Hearing Month

Is your Walkman too loud and has it affected your hearing? When you have a cold, should you shout, whisper, or not talk at all? How can you improve your speaking style and learn to communicate effectively?

To find out the answers to these and other questions, join the staff of the MGH Speech-Language Pathology Department and celebrate "May is Better S[illegible]h and Hearing Month" at [illegible]following times:
May 5, 11 am to 2 pm in the Atrium Lobby at CNY
May 6, 10 am to 3 pm at the Main Campus WACC Lobby
May 10, 11 am to 1 pm in the conference room at Revere Health Associates

Please bring your MGH ID to make an appointment for a complimentary speech, voice, and hearing screening, and call 6-2763 with any questions.

Multiple sclerosis seminar

Spaulding Rehabilitation Hospital and the Massachusetts Chapter of the National Multiple Sclerosis Society will hold a seminar entitled "The MS'G's: Genes, Gender, Gestation and the Question of Susceptibility" on Thursday, May 20, from 7 pm-9 pm. The featured speaker will be Peter Riskind, MD, PhD, Director of the Outpatient Multiple Sclerosis Treatment Program at Spaulding. Please call Linda Guiod at 890-4990 by May 13 to register.

Volunteers needed for fingernail fungus study

The Dermatology Clinical Investigations Unit is currently seeking patients with fingernail fungus for a study on a new medicine. There is no charge for treatment, and remuneration is provided. Call 6-5066 for more information.

"Person-to-Person: Living with Cancer"

Evelyn H. Malkin, MSW, Clinical Social Worker, will begin her support group on May 6 at 6:30 pm for eight consecutive Thursday evenings, free of charge, at the MGH. For more information about this support group for patients with cancer, as well as friends and family, please call Priscilla Boisvert at 6-8673.

Pastoral students graduate

Graduation for the 17 students of the MGH Clinical Pastoral Education (CPE) 1992-93 program was held on April 7 in the MGH chapel. Rev. Homer Jernigan, a CPE Supervisor, presided over the graduation. About 45 guests, family members, and supervisors attended the reception that followed at the Mass. Eye and Ear Infirmary.

Talking and Listening: Enriching Family Relationships

Sponsored by the Employee Assistance Program, this is the third in the "Employees Have Children Too!" series. The program will be held on May 20, 11:45 am - 1 pm, in the Wellman Conference Room. Call 6-6976 for more information.

10th annual Spring Symposium on Electron Microscopy

Martin K. Selig, Clinical Electron Microscopist at the MGH and Director of Biological Applications of the New England Society for Electron Microscopy (NESEM), announces the symposium on April 30 and May 1. Please call Mr. Selig at 6-8497 with any questions.

Neurofibromatosis Symposium

Priscilla Short, MD, Director of the Neurofibromatosis Clinic at the MGH, and Catherine Bove, RN, also of the clinic, will make a presentation at a symposium, sponsored by the National Neurofibromatosis Foundation, Massachusetts Chapter, on May 15. For more information, please contact Cyndi Campbell, Patient Coordinator for Bone Marrow Transplant, who is this year's Chairperson of Education in Massachusetts, at 4-1127.

Skin-Savers Day Program

Can you die from skin cancer? Yes, you can. A physician at the MGH who was only 31 died recently from the spread of a melanoma which arose in a mole on his back, a silently changing mole that he could not see. Had he been examined earlier, his melanoma could have been removed, and his life could have been spared.

Many of us know someone with melanoma; this dangerous skin cancer occurs mostly in the young and middle-aged population (25-50 years). The incidence of this cancer is increasing more than any other cancer of the 1990s. But melanoma can be detected in an early, curable stage by simple examination of the skin by a trained dermatologist.

On **April 28, 1993**, there will be an information booth in the Gray Lobby from 10 am - 3 pm. Employees interested in participating in a skin screening on May 4 must visit the April 28 program for information, a pre-evaluation, and to fill-out a questionnaire for the screening. Please bring your MGH ID badge.

At the Employee's Skin Screening Program on **May 4,** there will be several dermatologists from the MGH available to provide free physical examinations of the skin to detect melanomas and other skin cancers. Call Beth King-Wilkinson at 6-5130 for more information.

Employee Health now scheduling by appointment

In an effort to improve service to employees, the Employee Health Service is now asking employees to schedule appointments for all services, except for those that require immediate care, such as blood and body fluid exposures or work-related injuries or illnesses. The Employee Health Service is open Monday — Friday, 7:30 am to 4:30 pm. You can make an appointment by calling extension 6-2217 or 6-2218.

The Employee Health Service strives to maximize the health and safety of all employees by providing routine and episodic occupational health care and promoting health and wellness programs for employees. While many employees are familiar with certain EHS programs, such as pre-placement screening, immunizations, and treatment of blood and body fluid exposures, there has been a significant growth in recent years in other occupational health programs designed to meet the needs of specific segments of the MGH community. Included in this group are programs in the areas of hearing conservation, respirator use, lab animal contact, and medical monitoring for employees who use certain chemicals and lasers in the course of their jobs.

Susan Loomis, RN, CS, Director of Employee Health, urges employees to call EHS first if they are uncertain whether they need to be seen immediately. "While we're delighted to offer this expanded range of occupational health programs," Ms. Loomis said, "the increased activity has resulted in longer waiting times for employees seeking services. We hope that scheduling appointments for non-emergency routine services will significantly cut waiting time and improve the quality of care we provide."

We are pleased to highlight this positive letter the MGH recently received.

Gentlemen:
I am writing to let you know how happy I am about the service my husband and I have received from the Massachusetts General Hospital.

My husband had triple bypass surgery on Monday, March 8, 1993, and has progressed miraculously and has received the very best care ever.

I have traveled to Boston from Marblehead each day, and that is what prompted this letter. On Wednesday night, March 10 about 6:30 pm, I returned to the garage and found out my car had a flat tire. I walked back toward the entrance to the hospital and met a policeman and asked, "What does one do when you have a flat tire in the garage?" He answered, "We fix it." He immediately made a telephone call and then told me to go stand beside my 1985 gray Oldsmobile, and someone could come and help me. Within 15 minutes, the most gracious, kind and helpful policeman came in the cruiser and fixed my tire. He even offered his warm car for me to sit in.

While he was fixing my tire, a doctor came out and his car was in a rather tight spot, and this most wonderful policeman said, "Wait a minute doctor and I will help you." He immediately gave this man help, guiding him out and waved good-by. WHAT A MAN.

This gentleman has worked with MGH for 8 years. I did not get his name or his car number, however, I cannot say enough about how people like this reflect on the entire hospital. Also the service I received was above and beyond, all without taking one cent. WHAT A GUY.

I do not have enough words to say, since MGH doctors, nurses, and entire staff saved my husband's life, and the anxiety I have overcome knowing there are those who care and will help me, including fixing a flat tire (for a not-so-young woman.) AGAIN, MY DEEPEST THANKS.

Sincerely,
Betty J. Brown, Marblehead Town Clerk, wife of patient Emerson F. Brown

The MGH mourns the loss of the Rev. Phillip M. King

The Rev. Phillip M. King died on April 2, 1993. Since becoming Director of Chaplaincy at the MGH in 1985, the Rev. Mr. King had expanded the clinical pastoral education programs, overseen the direction of lay, eucharistic, and on-call ministries, and coordinated ecumenical chaplaincy services for the hospital.

The staff of the Chaplaincy mourns the loss of their Director. His Ministry to patients and staff will be missed. Phil brought to this hospital a love for teaching and a dedication to chaplaincy training that will leave its mark for many years to come. His many duties and responsibilities have been divided among the remaining staff. The entire Chaplaincy assures the MGH community of continued quality chaplaincy service during the interim period while arrangements for a new director are made. Please keep the Chaplaincy in your thoughts and prayers.

The Rev. Phillip M. King

Radiology New Employee Orientation

The Radiology New Employee Orientation (RNEO) Project Team presented an overview of the development of the RNEO Program to the MGH community on March 25. The Department of Radiology has been carefully looking at obstacles that stand in the way of their path to quality, and many changes and ideas have resulted from this process, including the development of this orientation.

This three-part orientation program has been developed by a cross-section of all Radiology employees. The process was facilitated by a project team representing various job categories throughout the Department, including a patient escort, a film librarian, a radiologic technologist, an assistant chief technologist, and two physicians. Over the last eight months the team queried employees, using various surveying methodologies, about their experience as new department members and what they thought would be necessary to be included in a comprehensive orientation.

Highlights of the overview included viewing the Image Excellence video, which gives viewers a sense of the diversity of the Department of Radiology. Klara Sztucinski, Director of Radiology, Quality Management, spoke about the value of what has been learned from this initiative. James H. Thrall, MD, Chief of Radiology, spoke about the responsibility of an employer to improve and maintain a quality work environment for employees; and Richard R. Crater, Chief Operating Officer for the MGH, spoke about the organizational relevance of this kind of initiative. In these changing times in health care, quality should be constant, as it is critical to our survival.

Overall employees have expressed appreciation for the consideration given their thoughts and ideas. In addition to supplying baseline information, all employees attended a mini-version of this program, and final alterations were made based on their suggestions. The first RNEO orientation session was held on Tuesday, March 23. Team members are interested in continued feedback. Those who attended the forum are encouraged to direct their questions, comments, or requests for more information to Radiology Quality Management at -7863.

Melissa Raffaele, Quality Management Coordinator, addresses the audience during the recent presentation.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Edit*

PLEASE RECYCLE

MGH HOTLINE

13 May 1993

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Cystic fibrosis patients run Boston Marathon relay

Mary Dunn held a unique place among starters in the 1993 Boston Marathon: she was the first in a relay team of runners with cystic fibrosis (CF). Mary had been running since high school, had run the Boston Marathon herself in 1987, and by 1992 was determined to spread the word about the positive impact exercise can have on CF patients.

Ms. Dunn approached the staff in the MGH Cystic Fibrosis Center about forming a relay team for the Boston Marathon. Kon-Taik Khaw, MD, Associate Director of the Center, who had been Ms. Dunn's doctor since her CF diagnosis; Allen Lapey, MD, Director of the Center; Michelle Doherty, RNC; and Lisa Gray, RN, CNS, helped get things moving. CF patients Michael Goddard, Anne Lanning, Dottie Lessard, Betty Harrington, and Sean Leachman helped organize friends, family, chest physical therapists, physicians, staff from Ellison 6 and 18, nurses, and patients to join forces. The result: on April 19, 1993, 23 MGH CF patients, ages 10-35, ran segments ranging from .4 to 5.9 miles, while 20 staff members and relatives ran alongside. An additional fifty volunteers staffed mile-marker stops and shouted encouragement along the way.

Cystic fibrosis, an inherited disease characterized by chronic lung problems and an inability to absorb nutrients properly, can make even regular breathing difficult. "When your lungs don't work, exercise can be frustrating, annoying and embarrassing, but it is very important," states Ms. Dunn.

Though the positive effect of exercise for CF patients is difficult to prove scientifically because there are so many variables, exercise is widely considered helpful. "We see a difference here clinically," said Jacquie Cannan, PT, Clinical Director of Cardiopulmonary PT. "There is no question that exercise is beneficial. Part of the therapy for CF patients is exercise. We get them on

Boston Marathon continued page 2

Twenty-three cystic fibrosis patients completed a relay at the 97th Boston Marathon in 4 hours and 45 minutes. (left to right) Mary Dunn; Jacquie Cannan, PT; Betty Harrington; and Michelle Doherty, RNC; prepare for the marathon in MGH's Chest Physical Therapy room.

Volunteer Recognition Day

A Trustees' Award, two Jesse Harding Awards and 13 Picture Awards were presented to outstanding volunteers at the recent Volunteer Recognition Day hosted by the MGH Trustees, General Director J. Robert Buchanan, MD, and the Volunteer Department.

Awards were presented by Patricia O'B. Rowell, Director of the Volunteer Department, and Ferdinand Colloredo-Mansfeld, Chairman of the MGH Board of Trustees. In his address, Dr. Buchanan stressed the ever-increasing importance of a strong volunteer force in the changing and budget-conscious area of health care.

Carolyn Anderson, RN, Nurse Manager, and Lorraine Moriarty, Operations Coordinator, accepted the Trustees' Award for the Surgical Intensive Care Unit (SICU). The unit's staff was recognized for their extraordinary effort to involve volunteers as patient visitors and clerical assistants.

Two Jesse Harding Award winners were honored for their contributions to the MGH in keeping with the spirit of innovative initiator Jessie Harding, who served the MGH for 15 years beginning during World War II. Gerry Malt, an MGH volun[illegible] since 1980, has been involved with the Service League and Ladies Visiting Committee, and has served in the Gray Family Waiting Area and the Volunteer Office. Rona Matisoff was recognized for 20 years of volunteer service in pediatrics while maintaining her own professional career.

The 1993 Picture Award winners are: Theresa Allen, Myra Ayer, Gloria Castillo, Louis DeLillo, David Dunn, Roberta Fagone, Helen Gale, Zhen Gu, Bette Hutchins, Gloria Linehan, Brian Queen, Elaine Rosenfeld, and Jenise Shipley.

Volunteer Recognition continued page 3

Ferdinand Colloredo-Mansfeld, Chairman of the MGH Board of Trustees, presents the Trustees' Award to Carolyn Anderson, left, RN, Nurse Manager, and Lorraine Moriarty, Operations Coordinator, of the Surgical Intensive Care Unit (SICU).

Outpatient detoxification center launched

by Ann MacDonald

The MGH has launched an experimental, intensive outpatient detoxification center designed especially to ease the alcohol withdrawal process for women. To develop the program, also open to men, the MGH has received a $157,950 federal demonstration grant. The program is Boston's first outpatient detoxification center. It began to accept patients on March 15th and is now fully open.

Women comprise one-third of the nation's problem drinkers, but they remain underrepresented in alcoholism programs. One problem is that traditional detoxification programs require a person to check into a treatment facility for three to seven days. That may be difficult for an alcoholic who is also a mother because she must find someone else to take care of her children.

This ambulatory program will operate during "mothers' hours," when the children are in school. A foster grandmother will be on hand to take care of preschoolers while their parents are engaged in treatment.

The Ambulatory Detoxification and Day Hospital Program will enable people to continue their regular daily activities as much as possible while undergoing treatment for alcohol dependence. This flexibility is an important factor in treating alcoholic parents, especially [illegible]hers, who must take care of their children as well as themselves.

The program is easily accessible by public transportation and will treat all eligible patients regardless of ability to pay. The pilot program can serve 15 people per week, or 750 per year. If successful, the program will continue as a self-supporting, reimbursable service.

"This is a new service for the city of Boston that targets an underserved population," said David R. Gastfriend, MD, Chief of Addiction Services at the MGH and principal investigator of the project. "It suggests a way to avoid the higher costs of inpatient care for alcoholics who are better served by an outpatient program."

"An outpatient program makes a lot of sense," said Maureen

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Boston Marathon continued

a stationary bicycle or treadmill when they come in and encourage them to exercise at home."

One byproduct of the marathon effort was the social, supportive network it created. "Everyone got to meet new people. When you come in to see the doctor, you usually don't meet other CF patients—you just go right to your appointment," said Sean Leachman, a 22-year-old CF patient who started running after a double lung transplant last August. Another double lung transplant recipient, 35-year-old Betty Harrington, has been running for years and considers it a crucial part of her life. Other CF runners included Dottie Lessard who currently is on the waiting list for a lung transplant, and Kenneth Lanning, whose mother, Anne Lanning, is waiting for a lung transplant.

Completing the 26-mile, 385-yard run in 4 hours, 45 minutes—ahead of schedule—the runners succeeded not only in running a world class race, but also in bringing attention to a little-known disease. "The people running this relay all have a 'never-give-up mindset.' This parallels their view of the disease: one way or another we will make it, whether it be with lung transplants or other creative therapies," said Ms. Dunn.

Congratulations to all of the 1993 B.A.A. Marathon runners, especially those from the MGH community.

Scott Phillips, MD, Dermatology, finished the race in 2 hours 51 minutes, coming in as the 324th man. Dr. Phillips has been running since 1984 and has run the last six Boston Marathons.

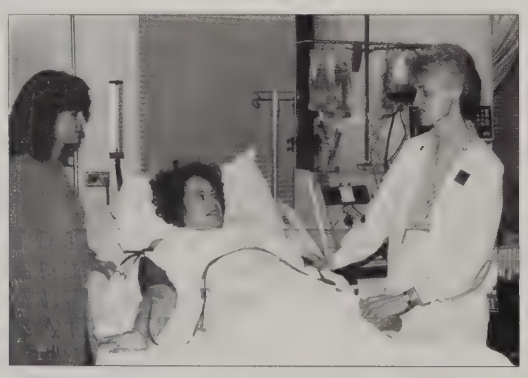
Carole Carter, RN, Bigelow 10, ran her seventh marathon this year in 4 hours 25 minutes. Ms. Carter began running marathons while she lived in Germany from 1988 and 1991. She is working toward a nurse practitioner degree as a special student at the IHP.

Finishes for other MGH participants were not available at press time.

CF patients stretch before running the week before their Boston Marathon relay. (left to right) CF marathoners Dottie Lessard, Sean Leachman, Michael Goddard, Betty Harrington, and Mary Dunn. Runners not shown: Tyke Crowley, Rochelle Davco, Janice Friedeborn, Kenneth Lanning, Kathie Lavine, Jeff and Jamie Mason, Erin McMahon, Ricky Murphy, Denis Ouellet, Robin Stephenson, Donald Perreault, Caitlin Shanley, Paul Sigman, Libby Topel, and Eric Woods.

A first for the MGH Blood Transfusion Service

The MGH Blood Donor Center has performed the hospital's first ever peripheral blood stem cell collection from a patient who will likely need a stem cell transplant if high-dose chemotherapy is used to treat his cancer. Stem cell transplants potentially provide a safer alternative to traditional bone marrow transplants because blood counts recover faster. Stem cells are, in essence, blood cell "parents" from which many "child" blood cells spring. At the MGH, stem cell transplants will be carried out by the MGH Bone Marrow Transplant Team.



(left to right) Janet McLaughlin, Blood Donor Recruiter, the first volunteer for the practice stem cell collections this past fall, encourages Jane McCarthy, LPN, during her donation as Sherry Sinclair, RN, oversees the collection.

"The collection went extremely well. There was a tremendously high yield of cells—the highest I have ever seen," said Thomas R. Spitzer, MD, Director of the Bone Marrow Transplant program.

The success of the collection demonstrates the wide range of the MGH Blood Donor Center's capabilities. Christopher Stowell, MD, PhD, Director of the Blood Transfusion Service, and the staff of the Service put a great deal of themselves into preparing for the MGH's first stem cell collection.

To start the program off on the right foot, Jane Ritzenthaler, RN, observed the procedure at another hospital. Then members of the Blood Donor Service staff volunteered to donate their own stem cells in practice training sessions designed to familiarize with the procedure everyone working in the Service's locations, from the Gray lobby to the laboratories on Gray 2. Since the fall of 1992, staff members have taken turns donating and preparing the cells with increasing frequency to prepare for the first patient stem cell collection, performed on April 5.

Even though the Blood Donor Service performs specialized procedures, they are clear in their message: they still need regular blood donors. For more information on donating blood, call 6-3620.

May is Better Speech and Hearing Month

The ability to use language to communicate is a uniquely human skill. We are separated from all other animals by our ability to listen, speak, read, and write. May has been designated "Better Speech and Hearing Month" by the American Speech-Language-Hearing Association (ASHA), the national organization of speech-language pathologists and audiologists. ASHA is devoted to the prevention, identification, and remediation of communication disorders.

What is a Speech-Language Pathologist?

Speech-language pathologists are professionals trained in the study of human communication, its normal development, and its disorders. Through the evaluation of the speech and language skills of children and adults, the speech-language pathologist determines if communication problems exist and decides the best way to treat these problems.

What are the characteristics of communication disorders?

Difficulties with communication can occur in the areas of speech, language, and hearing.

In the area of language, disorders can be the result of delayed language, learning disabilities, or aphasia. Delayed language is a marked slowness in the onset and development of a child's language skills. Learning disabilities can result from problems with language and lead to poor school performance. Aphasia is the loss of speech and language skills following brain damage, resulting sometimes from stroke or head injury.

In the area of speech, problems can arise with articulation, stuttering and voice. Articulation difficulties are problems pronouncing sounds. Stuttering is characterized by interruptions in the flow or rhythm of speech, with frequent hesitations, repetitions, or prolongations of a sound, word, or phrase. Voice problems are characterized by inappropriate vocal pitch, loudness, harshness, hoarseness, or breathiness.

Hearing problems can be conductive in nature affecting the outer or middle ear, or sensorineural, affecting the inner ear or auditory nerve.

Whom can I call with further questions regarding communication disorders?

The Speech-Language Pathology Department at the MGH offers comprehensive diagnostic and remediation services at the main campus and health centers.

If you missed the display in the Wang ACC lobby and CNY, pick up a contest form at WACC-737. The two winners of the $25 gift certificates to Papa•Razzi's Restaurant will be announced in a future issue of Hotline.

Outpatient detox continued

McGlame, MEd, Director of Day Treatment for the MGH Addiction Services. "It's based in reality. A recovering alcoholic still has to live in the community. From the very beginning, the goal of this program is to move beyond treatment."

The ambulatory program is funded through the US Public Health Service and administered through the Target Cities program. "It is unique in that it's a hospital/city/state/federal collaborative effort," Dr. Gastfriend said. "We worked with ten other agencies while writing the proposal to make sure that this is something Boston wants and needs."

Alcohol accounts for about 40 percent of all drug-related emergency room visits in Boston—more than cocaine, heroin, or other drugs—according to statistics compiled by the Massachusetts Department of Public Health.

Detoxification is a process of supervised withdrawal from alcohol or any other drug which produces physiologic dependence. Withdrawal from some drugs causes such severe physical reactions that doctors will prescribe medications during the detoxification process and then gradually reduce the dosage.

(left to right) Three leaders of MGH's new Ambulatory Detoxification and Day Hospital Program: Dr. David Gastfriend, Chief of Addiction Services at the MGH and principal investigator of the project; Maureen McGlame, MEd, Director of Day Treatment; and Dr. Stuart Gitlow, Medical Director.

But 90 percent of alcoholics do not require such medications when they stop drinking. From a medical standpoint, then, treatment of alcoholism for most patients can be done on an outpatient basis.

The choice: inpatient or outpatient treatment

The key is to do enough screening beforehand to make sure that a person participating in an ambulatory program will have sufficient motivation and outside support to complete the detoxification process.

"We want to get as broad a picture of the patient as possible," said Dr. Gastfriend, who is also Assistant Professor of Psychiatry at Harvard Medical School. "That way, we can tell whether someone can benefit from an outpatient program or if they need the safety of an inpatient program."

The ambulatory program itself will take place at the Central Intake Unit, which is just a few blocks away from the MGH's main campus. The setting is appropriate, given the program's goals. Those patients who need extra support will find a full array of medical and psychiatric help available at the MGH.

"Alcoholism is a disease with many complications," said Ms. McGlame. "In order to work, and for patients to feel safe, the program needs to be affiliated with a hospital."

Patients participating in the ambulatory program will receive both medical supervision of their withdrawal process and intensive counseling, either at the MGH or through referral to other agencies. The program will run seven days a week.

"This is an illness that doesn't go away on weekends," said Ms. McGlame.

Traditionally, patients undergoing detoxification may see a counselor once a week. A unique aspect of this program is that patients will participate in individual and group therapy every day. The program will investigate the importance of providing this extra support to people who must return to the community—and all its attendant stresses—at night.

Since MGH is a tertiary care hospital, combining patient care with training and evaluation, Dr. Gastfriend and his colleagues will study whether such intensive counseling is more effective than the more traditional once-a-week approach.

A main goal of the program is to help patients find community supports that will enable them to continue their recovery process and avoid relapses. At the MGH Addiction Services, much of the therapy will be done in groups, and patients will be assigned a "buddy" to call if they need support. Professional staff is also available by phone 24 hours a day.

The program will also offer services for families of alcoholics—whether or not their loved ones are involved in treatment themselves.

Although the ambulatory program is open to everyone, it was designed to meet the special needs of women, especially mothers.

"Inpatient treatment is the only modality currently available, but it is unnecessarily restrictive," said Dr. Gastfriend. "In order to care for her own health crisis, a woman is often forced into a child care crisis. Safe treatment is sacrificed because she lacks resources such as insurance or family, or fears losing her job or custody of the children."

"Our studies should demonstrate that an ambulatory program is feasible and safe and addresses these other issues," said Dr. Gastfriend.

Third Annual Commuter Awareness Day

Tomorrow, May 14, Parking and Commuter Services will celebrate National Transportation Week by transforming the Wang ACC lobby into a centralized transportation information depot. As an institution dedicated to improving health and the largest private employer in Boston, the MGH is committed to helping improve air quality by increasing participation in pollution-reducing transportation options. Right now Massachusetts is ranked the eleventh most polluted state in the nation on emissions from the transportation industry.

"Parking and Commuter Services exists as a service to assist employees, visitors, and patients with their commute," said Gretchen Ashton, Commuter Services Representative. Ms. Ashton hopes that by exploring a variety of commuting options that are cost effective and convenient, employees will take advantage of RideSource, a computerized ride-matching program offered by the Parking and Commuter Service's Department. She hopes that more people will reach the MGH in ways that don't increase pollution and congestion.

The day also will introduce a new benefit available through Parking and Commuter Services: employees now can purchase their commuter rail passes through payroll deduction. Ms. Ashton estimates that more than 300 people will join the existing 1,100 people who purchase MBTA passes via payroll deduction.

To boost Vanpool interest, John Nolan, Director of Parking and Commuter Services, has issued a challenge: the first MGH employee who starts a Vanpool with 50 percent of the riders from the MGH will earn free van parking for one year. With the average cost of a 30-mile round trip commute driven alone estimated at $3,425 a year, joining a Vanpool can save each person more than $2,600 a year.

"I think the Vanpool is just wonderful," said Marianne Sullivan, a secretary in the Registrar's Office, who has been commuting to the MGH via Vanpool for two years. "It costs less than the MBTA and parking, plus I can use my commuting time to read, relax, or listen to music."

Just by signing up for a RideSource evaluation, employees become eligible for great prizes including: a donated commuter bicycle, MBTA passes, and gift certificates to the MGH Hair Salon and flower shop. With a range of information tables, including those staffed by the MGH Respiratory Unit and several transportation providers, the event is sure to be both enjoyable and informative.

Volunteer Recognition continued

Gerry Malt, left, and Rona Matisoff display the Jessie Harding Awards they received on Volunteer Recognition Day.

In addition 20 volunteers were recognized for "Extraordinary Lengths of Service." With 18,989 hours of service, Betty Paul tops this list. Other long-standing volunteers are: Sally Taylor, Connie Thibodeau, Phyllis Welch, Franny Aldrich, Ellie Hackett, Janette Chaffee, Charles Snelling, Kathryn Mootz, Maurice Greenbaum, Rose Zizzo, Natalie Metcalf, Ann Fournier, Joan DeGuglielmo, Mildred LaJoie, Russell Paul, Joy Kimball, Lucy Burr, [illegible]ory Howard, and Katie Parks.

MGH Secretaries in the spotlight

National Secretary's Day was celebrated in high style at the MGH on April 21. Hundreds of secretaries from throughout the hospital congregated in the Walcott rooms of the Wang ACC to participate in events designed to recognize and appreciate their work.

The events began with an open house offering refreshments provided by the Dietary Department, the opportunity to learn about better posture from Physical Therapy Associates, pick up nutrition tips, and speak with Deborah Novak of Training and Development, who highlighted course offerings of special interest to secretaries. Door prizes and special drawings assured that no secretary left empty-handed. Drawing winners included Theresa Leone, Radiology, grand prize winner of a Discover Boston Package (one night stay with complimentary dinner and breakfast for two) donated by the Holiday Inn, Blossom Street; Ruth McPherson, Urology, an MGH sweatshirt; Doreen Flynn, Radiology, lunch for two, compliments of the King and I; Betty Traghella, lunch for two, compliments of The Commonwealth Brewery; Deborah Mills, Imaging Center, one week of free parking; Linda Gilbrook, Blood Lab, gift certificate for the Gift or Flower Shop; Donna Campbell, Research Affairs, five free meal coupons from the MGH Cafeteria; and Grisel Arma, Cardiac, a free course on "Winning at the Losing Game," compliments of the Department of Dietetics.

Thanks to the efforts of Connie Leite and Darlene Landry, Human Resources; Deborah Sullivan, Department of Dietetics, and Mark Uva, Fiscal Affairs, the events continued throughout the afternoon. Representatives from John Dellaria Salons demonstrated the latest hair styles for evening and provided mini-stress-reducing neck massages. Cosmetic representatives from the Prescriptives and Christian Dior counters at Neiman-Marcus offered pointers on makeup techniques and makeovers to two lucky MGH secretaries.

The fun continued in the Wellman Conference Room with a fashion show complete with a runway, music, and mistress of ceremonies, Martha Byington of Administration. The fashion show opened with remarks from Thomas Rothwell, Vice President of Human Resources, who noted that, "Too often people get busy and forget to thank the people who help so much. I am glad that this day has been set aside to allow all of us to show just how much we do appreciate the work of MGH secretaries." MGH employees modeled the latest casual and work styles from retailer Fashion Bug.

Everyone involved in assembling the day's fun activities worked hard to make the celebration a success in order to show how much the MGH appreciates its secretaries.

Linda Goostray, left, The Children's Center, (CNY) is pampered by a cosmetic representative during Secretary's Day festivities. Each year the MGH community celebrates Secretary's Day by honoring and showing appreciation for its secretaries.

Homeless awareness day

The MGH Committee on Homeless Persons is sponsoring an awareness day on May 26. The focus of the day is to educate the MGH community about health-care needs of homeless persons and the availability of services within our hospital as well as in the greater Boston area.

The highlight of the day will be a panel presentation "Linking with Community Resources to Coordinate Care for Homeless Persons" from 3:30-5 pm in the Wellman Conference Room. MGH's Jim O'Connell, MD, Director of the Boston Health Care for Homeless Program, will introduce the program and describe the changing health-care needs of homeless persons. Michael Bierer, MD, Director of the MGH Medical Program for the Homeless, will moderate the panel which will include nurses, social workers, and administrators from community agencies and shelters as well as from within the MGH.

Other activities to support the homeless program include a "House Pin" sale and a sock drive. House pins will be sold from 6:30-8:30 am in the Gray lobby; 10:30 am-12:30 pm in the WACC lobby; and 3 - 3:30 pm in the Wellman Lobby. Staff are asked to bring in new, white, cotton socks in any size—an item in high demand for our patients being discharged from an inpatient unit or the emergency department. Boxes will be placed at key locations to collect the socks.

In General

Michael Grossbard, MD, and Thomas Lynch, MD, have recently joined the Hematology/Oncology Unit at the MGH. They return to the MGH where they completed their medical residencies. Both were recently on staff in the Clinical Oncology Division of the Dana Farber Cancer Institute. Both Dr. Grossbard and Dr. Lynch have a strong interest in the translation of novel treatments from the laboratory into the clinic.

Dr. Grossbard will head a research effort aimed at developing immunitoxins to treat advanced cancers. Dr. Lynch will spearhead an effort to develop a gene therapy initiative in the care of cancer patients. Both Dr. Lynch and Dr. Grossbard will be developing these novel treatments for use in patients with lymphoma, lung cancer, breast cancer, and GI cancers.

The MGH Children's Service Alumni Association and Children's Hospital in Boston, honored **Donald N. Medearis, Jr., MD**, Chief of MGH Children's Service and Charles Wilder Professor of Pediatrics at Harvard Medical School, on May 4 in Washington, DC.

The Work of Human Hands, released in March, chronicles the work of **Hardy Hendren, MD,** who started the Department of Pediatric Surgery at the MGH and served as its Chief for 22 years. Considered one of the best pediatric surgeons in the world, Dr. Hendren, now a Visiting Surgeon at the MGH, is the Robert E. Gross Professor of Surgery at Harvard Medical School and Chief of Surgery at Children's Hospital in Boston. He is best known for pioneering many of the techniques currently used in complex pediatric reconstructive surgery.

What's Happening

Memorial Service for The Rev. Dr. Phillip M. King

The MGH Chaplaincy invites the MGH community to a noonday memorial service for The Rev. Dr. Phillip M. King on May 19, 12:10 - 12:45 pm, at the Old West Church, 131 Cambridge Street, at the corner of Staniford Street. The service is open to all who wish to remember Phil, who was the Director of the Chaplaincy and who died April 2.

Walking for Fitness

Are you interested in becoming or staying fit while enjoying the outdoors? Try the MGH Walking Program sponsored by the Employee Exercise Program this summer. Join a certified fitness instructor and personal trainer as she takes you through the Reebok Bodywalk Program. It is a multi-tiered program designed to increase the intensity of a walking workout by engaging more of the body's muscle groups and increasing speed, resulting in heightened cardiovascular benefits. For more information contact Donna Cutillo at 6-2014.

MGH AIDS Walk team forming

On Sunday, June 6, MGHers will join with thousands of walkers in the AIDS Pledge Walk, "From All Walks of Life." This 10K (6-mile) walk helps to raise funds for AIDS care and education in Massachusetts. Last year the MGH team included more than 225 people who raised more than $27,000 in pledges. This made MGH the top hospital team and one of the top ten of all teams.

If you are interested in walking or pledging, visit the exhibits to get more information or your pledge sheet.

May 24-28 and June 1-4, 11 am - 2 pm—WACC and CNY lobbies. Information will be available all day during those weeks at the Revere, Chelsea, and Bunker Hill management offices; and the front entrance of the Somerville warehouse.
June 4—pre-registration at all locations

Update on ALS

A talk "1993 Update in Clinical and Research Findings for ALS (Lou Gehrig's Disease)" will be given by Robert H. Brown, Jr., MD, PhD, Director of the Cecil B. Day Lab for Neuromuscular Research. Dr. Brown's research team announced the identification of the ALS gene in the journal *Nature* in March. The talk is June 6, 1 pm - 4 pm in Building 149 in the CNY, 6th floor east conference room. For more information call 6-5750.

The MGH Volunteer Career Exploration Program

Applications are being accepted from high school students interested in participating in the MGH summer mentor program. Please call the Volunteer Department at 6-8540 for more information.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

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MGH HOTLINE UPDATE

May 13, 1993

To All MGH Employees:

A few weeks ago, at our most recent Town Meeting, I spoke about the impact of a larger managed care environment and how that would affect us all. I also shared my concern that probable recommendations which will come from the National Health Care Task force may dramatically change the manner in which we deliver Patient Care in the near future.

Communication and understanding have always been important in our organization, and now as we enter what will undoubtedly be an extremely difficult year, it is more important than ever before that we rededicate ourselves to finding ways to better communicate with each other, and to strive toward common understanding.

In our effort to continue better communications, I am announcing that starting on May 18th, and continuing through May 24th, we will be conducting a hospital wide, employee opinion survey. This survey will be conducted by an independent firm, specializing in employee opinion surveys.

On the reverse side of this letter is a complete listing of the locations and times that this survey will be available to be taken. A separate table for Physicians will be available at all locations, as the Physician survey has slightly different questions. We will also be conducting several sessions in Spanish for our Spanish speaking employees. Other employees with special needs will be assisted in completing the survey.

This survey is completely confidential, and no one will be asked to identify themselves by name. Please take this opportunity to share your views on the MGH.

I view this survey as a significant building block in creating a hospital wide team, which will move forward through these difficult times working together. The survey results will be made available to us after five or six weeks. When we receive the results, special meetings will be set up in every department to go over the Hospital wide results, and your departmental results as well. We will then develop action groups in every area to begin to address departmental and Institutional issues.

I urge each and every one to take this confidential survey. Our continuing success and survival in the coming years will be largely dependent on successfully working together. I believe this survey is a step towards achieving our goals.

Sincerely,

J.R. Buchanan, M.D.
General Director

PLEASE RECYCLE

MGH HOTLINE

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Town Meeting focuses on health-care reform

The effect of managed care and health-care reform on the MGH dominated the April 27th Town Meeting. General Director J. Robert Buchanan, MD, spoke to hundreds of employees about how managed care, which now governs more than 30 percent of Massachusetts health-care services, characteristically leads to a decline in admissions and shorter lengths of stay. These factors dictate that the MGH, along with every other hospital in Boston, must get costs into what Dr. Buchanan termed a "highly competitive mode."

"As we look forward in our budget planning, which is just beginning for 1994, I am confident that we are going to have to face very large cuts in our operating budget in order to stay highly competitive in eastern Massachusetts," he said. "And those cuts will be painful."

Dr. Buchanan reiterated that MGH's priority is its patients, not insurance companies: "I personally believe that if we continue to produce quality care at a competitive price, the patients will demand to come here. In the final analysis, an insurance company can't sell a policy that directs a patient to a facility that does not provide satisfactory care."

While he believes the savings needed in the budget are likely to be significantly larger than those made in the last five or six years, he also stressed his belief "that if anybody can do it, we can do it at this institution. But it will take a new level of commitment to the institution and what it stands for to succeed."

Dr. Buchanan took the opportunity to clarify plans for the new building, when asked about crowding in the ACC. Because the MGH has decided to include facilities for services that were not part of the original building plan, the completion cost is higher than originally budgeted. This, combined with an increase in managed

Town Meeting continued page 2

At the April 27th Town Meeting, Dr. Buchanan expressed his confidence about the MGH's ability to meet the challenges ahead in the changing health-care field: "If anybody can do it, we can do it at this institution. But it will take a new level of commitment to the institution and what it stands for to succeed. And those changes will, in the short run, be painful."

"Futures in Health Care"

Clad in white lab coats decorated with special edition MGH photo ID badges, 12 fifth and sixth graders from the Shurtleff School in Chelsea began what was, for most of them, their first foray into the health-care work world. That was back in January. Now as the school year draws to a close, it's a good time to review the first year of the "Futures in Health Care" project—a collaboration between the MGH main campus, the MGH Chelsea Health Center, and Chelsea's Shurtleff School.

This mentoring program, one of a whole host of community outreach programs at the MGH, was designed to link MGH health-care professionals personally to students from the Chelsea community. The mentors served as role models for students, as examples of people who value learning and achievement. Students had an opportunity to learn about the variety of career opportunities at the MGH and saw first-hand the use of basic scholastic skills they work on in class—in math, reading, and science—applied to real-life work.

Eight weekly visits introduced students to their mentors, the hospital, and several specific hospital areas. During one visit students toured MGH laboratories and saw how blood tests and cultures are performed, how microscopes are used, and discussed the importance of hygiene as it relates to germs. On another vi udents learned about

"I flunked Science last marking period but this time I got a B," said Danny French, a Chelsea student. "I will miss seeing Laurel every week." He and mentor Dr. Laurel Rice, who initiated the "Futures in Health Care" program linking MGH professionals with students in Chelsea, worked together on a poster, "AIDS: An Educational Approach."

radiation, lead aprons, X-rays, and ultrasounds in an exploration of radiological science. To drive home the "hands-on" aspect of the program, students and mentors worked together to create educational posters on topics ranging from "Smoking: Be Smart Don't Start" to "Components of the Circulatory System." Students presented their posters and shared what they

"Futures in Health Care" continued on page 3

Responding to the Kane report

Recent media reports based on a study by a local professor, Nancy Kane, have criticized Boston teaching hospitals including the MGH for having too much money in savings, spending too much on new buildings, and for not doing enough to help the community. The report was written and paid for at the request of the head of Boston City Hospital. Because BCH has just completed a new $170 million dollar inpatient facility, the city of Boston's financial support of BCH will grow from $6 million this year to $17 million next year. The money needs to come from somewhere and this study conveniently leads people to the conclusion that the Boston teaching hospitals, which have done "so little for the community" and "have so much extra money" should foot the bill. What are the facts?

About all this "extra" cash

The report indicated that the MGH had $144 million dollars in surplus or available funds at the end of 1992. Much of that money is from donations that were made for specific purposes, and the MGH is legally required to honor the wishes of the donors. That money is not, as the report implies, extra or surplus. The actual available cash for the General Hospital, excluding that already committed to capital projects, was $72 million. This had declined to $56 million as of March 31 because certain programs failed to keep up with their bills.

Is the remaining $56 million really excessive in view of the three-quarters-of- a-billion-dollar cluding research) hospital annual erating budget? Certainly not when you consider that the MGH needs about $12 million every week merely to meet its payroll and pay for supplies. That means the MGH had only six weeks of cash available for an emergency. That's less than most financial advisers counsel families to have.

Contrary to what the report would have you believe, hospitals need to reserve funds for the replacement of obsolete patient care buildings so inefficient that they are wasteful to operate. Many of you remember some of the old buildings like the Baker, Vincent, and Burnham that were used to house patients and are aware now of overcrowding in portions of the WACC. Even BCH should realize the importance of saving to upgrade facilities since they just invested $170 in a new inpatient building. Add to that the many changes expected from health-care reform that will have a negative effect on the MGH financially, and it makes

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IHP students win fellowships

Institute of Health Professions nursing students won 3 of 20 Schweitzer Urban Fellowships awarded this year. The fellowships will enable the students to focus on community service and improved access to health care. This marks the second year of the program, named after Dr. Albert Schweitzer whose work as a missionary in Africa has inspired humanitarians worldwide and who won the Nobel Peace Prize in 1954.

Ann Eldridge worked as a Schweitzer fellow last year at Boston Health Care for the Homeless, a group which coordinates 41 sites (including one at the MGH), that serve the city's homeless population. She specifically focused on respite care—temporary places for homeless people to stay after being discharged from hospitals. Respite care provides a safe place to heal, reduces complications related to recovery from injury and illness, and allows time to coordinate with social service programs.

"The work is very rewarding and very gratifying," said Ms. Eldridge. "I feel like I have really found my own Lambarene"—referring to the African city where Dr. Schweitzer worked as a medical missionary.

Ms. Eldridge, who got people at the IHP excited about the Schweitzer program this year and encouraged students to apply, specializes in oncology at the IHP and is graduating this year. She also is currently a staff nurse on Ellison 14. She won a second Schweitzer fellowship this year and will coordinate the Schweitzer program's direct service projects and symposia series.

Alexa Arlos, who specializes in women's health at the IHP, will also graduate this year. For her fellowship she will work to help identify women at high risk for breast cancer, especially within the Haitian community. Ms. Arlos, who learned to speak Haitian Creole fluently when she lived in Haiti, returns to a Haitian orphanage periodically to bring supplies and provide health care.

Laure Liverman, who will continue to study part-time at the IHP next year, will work on a fellowship project to provide outreach and referrals to women in Dorchester, and counseling to runaways.

Town Meeting continued

care and a greater demand for outpatient services, has resulted in a reappraisal of the best use of the building.

Among the departments likely to be housed in the new building is the new obstetrical service, which is key to making the MGH essentially a full-service hospital, able to compete in a managed care environment. Dr. Buchanan also acknowledged the need for an additional ambulatory facility for cancer patients and a centralization of cardiac activities. One or more floors of the new building may be used to decongest the ACC. The completion of another five to seven floors of the 14-story building will be put on hold until the best use of that space is clear.

The high demand for limited space, coupled with improvements in technology and communication, have made it feasible to move several MGH functions off-site to locations including Charlestown and Somerville, thereby freeing up space on the main campus.

In response to a question, Dr. Buchanan touted Employee Relations as a good place to investigate options for advancing at work. "I would like to encourage people with ambition," he said. "We would like to see them move along, acquiring new skills and knowledge and applying that here in a role that we value."

Employees waiting for their cash distributions from the so-called "old" life insurance plan were assured that the money is available and would be sent in May. So much time was dedicated to getting the "Flex" program off the ground that the cash distributions were delayed.

The MGH is not currently planning to offer early retirement because of the high costs associated with such programs both in dollars and efficiency of operation.

Dr. Buchanan stressed that patient confidentiality applies to all patients, including employees and their families, and urged all employees to actively maintain an environment respectful of patient information.

In his remarks, Dr. Buchanan promised to keep "the most precious strength of this institution, its work force" informed about any future changes.

Department of Pathology honors Employees of the Year

Two employees won awards for their service to the Department of Pathology during National Medical Laboratory Week in April. The Clinical Pathology and Anatomic Pathology laboratories at the MGH employ more than 700 people, which made it extremely difficult to narrow the field down to this year's two Employees of the Year.

Sophie Azarowicz, a secretary in the Department of Pathology's autopsy service, won Anatomic Pathology Employee of the Year. Ms. Azarowicz has been with the department for close to 30 years and has worked at the MGH since 1946. Clinical Pathology Employee of the Year status was awarded to Paula Chamberlin, a senior medical technologist in Toxicology, who has served the department for 5½ years. Both women received plaques honoring them for their excellent work.

Dr. Robert Colvin, Chief, Department of Pathology, and this year's Anatomic Pathology Employee of the Year, Sophie Azarowicz
Photo by Michelle Forrestall, Medical Photographer, Pathology

Paula Chamberlin, Clinical Pathology Employee of the Year, and Dr. Michael Laposata, Director, Clinical Labs
Photo by Michelle Forrestall, Medical Photographer, Pathology

What's Happening

Help for Halcyon

The a cappella jazz vocal group, Vox-One, will sing at a benefit for Halcyon Place on Sunday, June 13. Halcyon Place is one of three temporary residences established by the MGH to house the families of patients receiving care in Boston. The performances are at 3 PM and 7 PM at the First Lutheran Church, 299 Berkeley Street, and a $12 donation is suggested. Halcyon Place will hold an open house between concerts. For information call Mark Meyer at 267-4242.

New nursing newsletter

The Center for Research Based Practice introduced its bi-monthly newsletter in May, *ANOVA: Helping to Put Knowledge into Practice.* The publication is designed "to help nurses to understand and clearly define the variability in nursing practice by providing a forum for communication of ongoing nursing research."

Spring and summer learning

For a fresh look at your career, your computer, or your problem-solving skills, check out the Training Opportunities and Resources catalogue. Career Development, Writing for Office Support, Spanish for Health Care Providers, and Developing Team Performance, are just some of the courses the Training and Development Office has scheduled for this spring and summer. Call 6-2230 for your copy.

MGH Nurses

Pediatric nursing no-nos

In this time of environmental awareness, we all strive to be good global citizens. But isn't being arrested for not knowing the difference between a manatee and a sea otter a little extreme? Not if it's for a good cause. That's what Kirsten Chervinsky, RN, Ellison 18, thinks.

Ms. Chervinsky and her partners in crime, Robyn Farrell, RN, Ellison 18, and Midge Wenger, RN, Ellison 19 and Social Service, came in on their days off to be "arrested" by an MBTA Policeman as part of the recent American Cancer Society's "Jail and Bail" fundraiser.

It's fair to say that Ms. Chervinsky; Ms. Farrell, charged with allowing her husband to watch football at their wedding (in fact, she brought the TV); and Ms. Wenger, practically caught in the act of excessive ordering from fashion catalogues, have paid their debt to society, and then some.

The trio was hauled off from Ellison 18 in a police wagon and taken to South Station where they were arraigned and detained until they could raise their bail.

Ms. Chervinsky even succeeded in convincing her brother in California to get his company to put up $500 on her behalf. All three were persuasive enough to get personnel from the MGH to pitch in. Other nurses, doctors, unit coordinators, and anyone who could be called to the phone, helped by donating money. The American Cancer Society expects to raise $30,000 from this event once all the money is collected.

The trio of "criminal" pediatric nurses are handcuffed on Ellison 18 for the recent American Cancer Society's "Jail and Bail" fundraiser.

MGH nurse serving in Somalia

Somehow it underscores the commitment of nurses that Martha "Martie" Soper, RN, left to serve in Somalia during Nurse Recognition Week. As a nurse in the Air Force Reserves, Ms. Soper, a staff nurse in MGH's Cardiac Care Unit for the past year and a half, will spend 60 days in Somalia transporting injured and ill people to medical facilities in Germany and Turkey.

"Martie joined the Air Force Reserves six months after she started at the MGH," said Lillian Ananian, RN, Acting Nurse Manager of the CCU. "She enjoys a high level of adventure and challenge."

We wish her luck in her mission.

At the "Futures in Health Care" program's closing celebration in the MGH Wellman Conference Room, students and their mentors presented their posters, and students were awarded certificates for their work.

A panel discusses nursing in the 21st century during Nurse Recognition Week. Left to right, Regina Villa, RN; Patti Rager, RN; Maureen Groër, RN, Director, IHP Graduate Program in Nursing; and Ed Coakley, RN, Director, OR Nursing.

Nursing in the 21st century

The evolving role of nurses in the age of health-care reform was high on the list of topics covered during Nurse Recognition Week, May 6–12. Changing health-care needs and innovative approaches to the future of nursing practice highlighted events. Nurses spoke about opportunities within hospitals for the advanced practice nurse as well as growing opportunites in a variety of settings outside the hospital, reflecting a more community-based health-care system.

Ed Coakley, RN, Director, Operating Room Nursing, kicked off May 11th's panel by "Describing What Leaders Need to Know to Lead in the 21st Century."

Maureen Groër, RN, PhD, Director, Institute of Health Professions Graduate Program in Nursing, discussed the importance of educational advancement for nurses in her speech "Identifying changes in nursing curriculum designed to prepare nurses for practice in the 21st century." Dr. Groër, who recently represented Massachusetts health profession deans and educational directors at a National Health Care Task Force meeting at the White House, relayed that the Clinton administration considers "advanced practice nurses the linchpin of health-care reform." She also unveiled the IHP's new three-semester curriculum allowing RNs with bachelor's degrees to obtain advanced practice status.

Patti Rager, RN, former MGH Director of Nursing Support Services and current Editor of *Nursing Spectrum*, offered her insights into future nursing trends. Nursing lobbyist Regina Villa, RN, discussed legislation impacting the profession.

The week's celebrations included a forum to introduce the Center for Research-Based Practice featuring Glenys Hamilton, RN, and Brian French, RN, both staff specialists with Research and Staff Development Services; and an address by Ms. Rager on "Designing Nursing for the 21st Century."

Nurse Recognition Week is an annual event sponsored by the Council on Education, Leadership Development Committee, the MGH Center for Research-Based Practice, Nursing Support Services, and the Staff Nurse Advisory Committee.

"Futures in Health Care" continued

learned both at the Shurtleff School and here at the MGH.

The program was developed by Laurel Rice, MD, a physician on the main campus; Beth Beaumont, RNC, MS, Clinical Nursing Director of the MGH Health Centers; and Sheila Desmond, MD, Chief of Pediatric and Adolescent Medicine at the MGH Chelsea Health Center. They enlisted the help of nurses and doctors from the MGH main campus and coordinated the program with teachers in Chelsea. As a testament to the success of the program, many of the students and mentors expressed sadness about the program ending for the year. For more information on the program's plans for next year, contact Beth Beaumont at the MGH Chelsea Health Center [illegible]889-8525.

Thanks from The MGH Children's Center

The MGH Children's Center raised more than $2,500 with its recent drawing, thanks to the generosity of MGH employees and visitors. The money will be used to purchase books and toys, equip school buses with seat belts, and pay for field trips.

Among the winners:

- Phyllis Brown won parking at MGH East;
- Neil Henderson and Fern Springstead each won a USA Fitness membership; and
- David Flynn won tickets to a Boston Celtics game.

Stacia Carter, head teacher for the preschool floor, and five-year-old Molly Solomon choose a winner of the drawing which raised more than $2,500 for The MGH Children's Center.

In General

Deborah J. MacDonald, MS, RN, published an article in the March *BostonNurse News*, "Nurse Genetic Specialist as Associate Investigator in Breast Cancer Study." In the article Ms. MacDonald discusses her role in a genetic risk research project conducted by the Genetics Risk Evaluation Lab at the MGH Cancer Center. The project was designed to examine genetic mutations in early onset breast cancer.

Edward "Doc" Emde of Environmental Services was recently elected to the Harvard University Employee Credit Unit (HUECU) Board of Directors for a three-year term. The 18-member Board of Directors "shall perform various duties including authorizing investments, taking all measures for the best interest of the HUECU, and appointing personnel to insure the efficient operation of the HUECU." Two other MGHers serving with Mr. Emde on the Board are **Donna Cutillo,** Research Affairs, elected in 1992, and **John Donovan,** External Transportation, who was the first director from the MGH to be elected in 1984.

Daniel E. Singer, MD, of the MGH General Internal Medicine Unit, won the 1993 Nellie Westerman Prize in Clinical Research Ethics for his manuscript, "Problems with Stopping Rules in Trials of Risky Therapies: the Case of Warfarin to Prevent Stroke in Atrial Fibrillation." The manuscript will be published later this year in the American Federation for Clinical Research journal, *Clinical Research*. The purpose of the Nellie Westerman Prize is to stimulate creative approaches to analyzing and, perhaps, resolving ethical problems in research involving human subjects.

Donald B. Bloch, MD, Arthritis Unit, Department of Medicine, has received two awards to support his work on Sjogren's syndrome: the Sjogren's Syndrome Foundation, Inc. Fellowship Award and the Arthritis Investigator Award.

Kane response continued

good sense to have set aside even more money than we were able to.

About MGH contributions to the community

MONEY

Even the very report that criticized the MGH for not doing enough for the community admits that the MGH was second only to BCH among the major teaching hospitals in caring for the uninsured. The MGH paid far more in lieu of taxes to Boston in 1992 than any other Boston hospital. In fact the MGH has paid about $20 million to governments over a nine-year period.

JOBS

The MGH provides more than 10,000 jobs to people in the Greater Boston area, and despite present difficulties will continue to be a major employer. In fact, the MGH is the largest private employer in Boston, and this hospital is a vital force in Boston's economy both as an employer and by attracting patients and their families to Boston from around the world.

HEALTH CARE FOR THE POOR AND THE COMMUNITY

The MGH has for years operated major neighborhood health centers in urban communities, at least two of them in areas with major pockets of poverty: Charlestown since 1968, Chelsea since 1978, and Revere since 1981. Homeless people have always been cared for at the MGH, and in 1988 the MGH expanded that care by establishing the MGH Medical Program for the Homeless. The MGH was the first, and remains the only, private hospital with a formal program for the homeless. The MGH works extensively with the city-wide Boston Health Care for the Homeless Program, which is currently led by an MGH physician. The MGH provides nearly $30 million a year of care for which we receive no payment from patients—forcing the hospital to depend on the statewide free-care pool, which does not cover the full cost of these services.

EDUCATING OUR YOUTH

The MGH is actively involved in the community in nonmedical ways as well. We have a whole range of student outreach programs designed to excite students about learning and encourage them to become productive community members. MGH doctors, nurses, environmental services people, and many others give their time to work with students from the Timilty Middle School in Roxbury, the Shurtleff School in Chelsea, students from Boston as part of the Project ProTech program, and the list goes on.

RESEARCH AND DISCOVERIES FROM MGH LABORATORIES BENEFIT PEOPLE WORLDWIDE

Last year great strides were made in many areas: clinical depression, laser technology, infertility, diabetes, bone disorders, cancer, and much more. This year alone MGH researchers announced within one month great developments in identifying culprit genes in three diseases—an unprecedented streak of success.

The MGH contributes to the community, however you define it, in innumerable ways. So as you hear about the MGH in the media, stop and think about what you see around you.

Celtics' Red Auerbach an MGH patient

When Boston Celtics President Red Auerbach had chest pains on Friday night, May 7th, he came to the MGH. Luckily, he was not having a heart attack. Through a cardiac catheterization, a procedure that allows doctors to view inside heart arteries, his medical team determined that he had several blockages in his heart arteries. Because blockages can cause pain and potentially lead to heart attacks, they are considered serious and are treated either medically or through interventions such as angioplasty or bypass surgery. Mr. Auerbach himself asked his cardiologist, Roman W. DeSanctis, MD, if conventional surgery could be avoided.

A balloon angioplasty was performed on Mr. Auerbach by Igor Palacios, MD. This procedure often can be a good alternative to bypass surgery for many patients because it is less invasive, patients recover much more quickly, and the cost is significantly lower. In the procedure, a balloon is maneuvered through an artery until it reaches the blockage in the heart artery. Then it is inflated, and the fatty substances blocking the artery are moved aside.

Mr. Auerbach's second blocked artery was treated separately using a newer form of angioplasty, in which a very small spinning blade is used to "shave" blockages from artery walls. The MGH is a leader in cardiac catheterization and angioplasty.

Both procedures were successful, and Mr. Auerbach was released from the hospital on May 18th. He will meet with his medical team regularly to monitor his health.

Since anybody can get heart disease, check with your doctor on how you can reduce your risk. The following suggestions might help:

- Eat a balanced diet low in cholesterol and fats, and have your cholesterol tested if your doctor advises.
- Exercise regularly, at least three times a week for a minimum of 20 minutes each, doing aerobic exercise which raises your heartbeat.
- Stop smoking.
- Have your blood pressure checked regularly. If your doctor prescribes medication to treat high blood pressure, follow the instructions—don't stop taking the medicine just because you feel better.
- Maintain a healthy weight.

And follow in Red's footsteps, don't ignore chest pains!

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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Hospital names Director of Diversity

Barbara Holland, the MGH's first Director of Diversity, hopes to bring under one cohesive umbrella, and expand upon, all of the things that the MGH has been doing to promote diversity. When Ms. Holland speaks about diversity, she is considering the word in its broadest sense, as it relates to and includes ideas, attitudes, belief systems, gender orientation, disability, race, culture, sex, and religion.

"As we look at the demographics of the U.S. workforce in the year 2000, we realize that the hospital needs to utilize the talents of all of the people in the workforce," said Ms. Holland. "We do better when we *include* many different ideas, thoughts, and skills. We will be better at providing services. We will think and plan better in an environment that is more stimulating and exciting."

Ms. Holland, who began her job in April, hopes to work in areas of organizational development, recruitment and advancement, education and training, community outreach, and procurement. She will work to bring existing structures at the MGH into a "design for managing diversity." A high priority is looking at the way the MGH now meets the needs of diverse patients at the main hospital and the community health centers. As the nation's overall population evolves, Ms. Holland hopes to guide the hospital in improving what it does to welcome an increasingly diverse group of patients.

Previously Ms. Holland worked as Director of Campus Diversity at Framingham State College for six years. She was responsible for students and staff and brought direction and systems to the school that increased the diversity of the population on campus.

She earned a Bachelor of Arts degree at Boston University and a Master of Education from Cambridge College. Her experience includes active involvement in many community and professional organizations that promote diversity.

Left, Barbara Holland, the MGH's newly appointed Director of Diversity, reviews an MGH publication with Assistant Director of Human Resources Kathy Rice. Ms. Holland can be reached in the Human Resources Administrative Offices at 75 Blossom Court, 6-5741 or 6-5742.

Helen Doherty and the Dietary Department shine

There's a new look to the badges Dietetics Department employees are wearing: a silver star has been added. When the International Foodservice Manufacturers Association (IFMA) notified Helen T. Doherty, RD, Director, Dietetics Department, that she was named as one of the 1993 Silver Plate Award winners, she began her own plans to award her employees Silver Plate Stars. The idea of sharing the honor with her department is in keeping with Helen's teamwork philosophy. As she puts it, "We all won this award."

The award, the foodservice industry's most prestigious, is presented to people from all over the world in nine categories and Helen won in Health Care. She accepted her award at the May 24th banquet, attended by 1,500 foodservice executives, which was the highlight of a week-long series of events in Chicago sponsored by

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Helen Doherty places a Silver Plate Pin on the MGH I.D. badge of Chris Vanes, Assistant Nutrition Coordinator. Helen awarded all employees in the Dietetics Department a pin in honor of their work that contributed to her receiving the foodservice industry's prestigious Silver Plate Award.

Maria Rebello named Environmental Services Employee of the Year

When asked about being selected the first-ever Environmental Services Employee of the Year, Maria Rebello responds with sincere modesty, "It's my job. I do my job." With a perfect attendance record three years running, 29 years of service to the MGH, and work that has earned the praise of patients and staff, most would say that Ms. Rebello is doing her job extremely well.

For the past five years, the Environmental Services Department has honored employees who had perfect attendance records. In 1992, the department expanded employee recognition by introducing the Employee of the Quarter and Employee of the Year Programs. Ms. Rebello, 1992 Employee of the Year, is the first to be awarded the top honor.

"I love my job," said Ms. Rebello. "Cleaning gives me a good feeling and the days pass fast." Ms. Rebello, who moved to the U.S. 42 years ago from Portugal, began at the MGH in February of 1964 and has worked on the Burn Unit for 26 years. She has developed strong relationships with the staff of the unit, as illustrated by their cheers for her at the recognition reception.

"I am proud that someone in our group won," said David Savage, Ms. Rebello's supervisor. "She is a great worker with very high standards, and she is good with the patients. Without housekeeping and people like Maria, the MGH just would not be clean."

A committee—including Environmental Services Director Bill Banchiere, Assistant Environmental Services Director Richard Turgeon, and four operation managers—met to determine which of the 1992 Employees of the Quarter (see sidebar on page 3) would be selected for the top spot. The criteria they used to make their choice included: overall performance, attendance, customer service, safety on the job, teamwork, productivity, communication with peers, and job knowledge and interest.

"Maria is a unique lady doing a tough job well," said Mr. Banchiere. Mr. Turgeon added, "Burn patients are in a tough situation. She encourages them. Many of them return for care and have gotten to know Maria."

At the reception, Ms. Rebello received an engraved bowl, a mounted Certificate of Recognition,

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Bitter*Sweet* Farewell

Half a cucumber, Doritos, and pita bread are not typically featured at a retirement reception—especially as parting gifts for an employee of 25 years. But that's exactly what Beth Beaumont, RNC, MS, Nursing Director of the three MGH Community Health Centers, presented to Roger H. Sweet, MD, Director of the MGH Health Centers, at his sendoff on May 20. The warmth and humor of the gift, a replica of Dr. Sweet's usual lunch, was appropriate both as a reflection of the caring nature that has characterized Dr. Sweet's management and as a much-needed antidote to the sadness and emotion of a farewell to a colleague and friend.

Dr. Sweet has been an integral part of the MGH Community Health Centers since they began in 1968. His first appointment, Unit Chief in the Internal Medicine Department at the Bunker Hill Health Center, led to his appointment in 1976 as that Center's Medical Director. The Bunker Hill Health Center has grown tremendously and now provides comprehensive primary care to the Charlestown neighborhood and cares for residents during 45,000 patient visits each year.

In 1973 the MGH started the Chelsea Health Center and in 1978 acquired the Chelsea Memorial Hospital. Through the leadership of Dr. Sweet, the MGH developed a second community health center. Over the past 20 years the center has evolved into a major health care facility for the community. In addition to operating a comprehensive primary care service, the center has a 24-hour emergency room and just recently opened a health center in the Chelsea High School. The center provides over 80,000 visits per year.

Beth Beaumont, RNC, MS, Nursing Director of the three MGH Community Health Centers, presented a humorous lunch to Roger H. Sweet, MD, Director of the MGH Health Centers, at his retirement reception.

Dr. Roger Sweet, Medical Director of the MGH Community Health Centers, poses with colleagues from the MGH Revere Community Health Center at his retirement reception. Front, left to right: Barbara Santuosso, Pediatric Secretary; Sokha Pang, Outreach Worker; Phaly Prak, Outreach Worker. Back, left to right: Vicki Papagni, Administrative Director; Bernice McIntyre, Administrative Coordinator; Janet Allen, RN, Triage Nurse; Dr. Sweet.

Dr. Sweet became medical director of the growing network of MGH Community Health Centers in 1978, while also continuing to practice at Bunker Hill.

In 1982 the MGH assumed the operation of Revere Health Associates, which was experiencing severe financial difficulties and on the brink of closure. Again through Dr. Sweet's leadership the Revere facility evolved into a growing primary care facility that provides more than 25,000 visits per year.

In addition to developing the MGH Health Centers, Dr. Sweet has provided leadership and clinical direction in developing medical training programs in Internal Medicine, Pediatrics, Psychiatry, and related primary care training programs for other health professionals.

At the celebration, J. Robert Buchanan, MD, General Director, and David Masters, MGH Ambulatory Care Center Administrator and Vice President for MGH Professional Services Corporation, commented on the importance of Dr. Sweet's work with the MGH Health Centers. Civic and political leaders offered their reflections on Dr. Sweet's contributions to their neighborhoods, and City of Revere Mayor Robert Haas proclaimed May 20 "Roger Sweet Day." The most emotional moments came as Dr. Sweet's colleagues from the three centers spoke about his commitment to quality health care and his generosity in helping his patients and teaching his coworkers.

Helen Doherty, RD, Director, Dietetics Department, with a framed copy of the article on her Silver Plate Award from the May issue of *Food Service Director*

IFMA. The Silver Plate Awards have, since 1955, paid tribute to foodservice professionals by "recognizing excellence to encourage excellence." The awards jury selects winners based on their leadership in food quality and service, employee development, financial and operational management skills, and dedication to the advancement of the foodservice industry. Anyone who has worked with Helen knows she excels in each of those areas.

Helen came to the MGH in 1983 and managed the Dietetics Department's 1990 conversion to a new centralized patient food system, which reduced overall costs and improved food quality and variety. The complex process involved all employees changing the type and location of the work they performed. She also has spearheaded the development of improved cafeteria programs and catering services, made major changes in the delivery of nutrition care for both hospitalized and ambulatory patients, and oversaw the total computerization of the department's functions. Currently the department enjoys a 95 percent patient satisfaction rating.

When Helen talks about the MGH, her priorities come through. "I like the people I have worked with and the values they stand for. I find at the MGH that strong ethics, caring, and high standards apply whether related to patients or employees. I haven't had to compromise my standards." And as the 1993 Silver Plate Award signifies, Helen's standards are very high.

Maria Rebello, 1992 Environmental Services Employee of the Year, her supervisor, David Savage, right, and Environmental Services Director Bill Banchiere

...more on Environmental Services continued from page 1

1992 Environmental Services Employees of the Quarter

Francette Chappell
Victor Mata
Lillian Cain
David Rivera
Peter Geraghty
Eugene Reposa
Marcelino Martinez
Micheline Mondesir
Edgar Aquirre
Carlos Lourenco
Allen Powell
Curtis Bryant
Ella Mae Stanley
Giovanni Hernandez
Edward Pechner
Lorenzo Lopez
Evelyn Gaynor
Jose Angel
Jacqueline St. Charles
Emilia Ribas
Yao Nan Li
Robert Gomes
Marianne Desrosiers

and a gift certificate for dinner. In his remarks, Assistant General Director Jeff Davis said, "Maria Rebello is a role model to other hospital employees. She is a wonderful example of someone doing their best."

"Our mission," said Mr. Banchiere, "is to serve our internal and external customers." The primary function of the Environmental Services Department is cleaning and disinfecting to maintain a safe environment for patients and employees at the MGH's main campus, Charlestown Navy Yard, three Community Health Centers, and Somerville locations. In addition, the department is responsible for operating some elevators manually, pest control, window washing, special projects, and the MGH's cardboard and paper recycling efforts. To accomplish this, hundreds of employees in six operational groups are scheduled in three shifts, seven days a week at the different locations.

The enormity of their task is often overlooked because they are behind the scenes, but a clean environment, important anywhere but especially crucial at a hospital, is visible throughout the MGH thanks to all of the people in Environmental Services.

Better Speech and Hearing Month

The Speech-Language Pathology Department congratulates Tewfik Ghattas, Ellison 19 Unit Coordinator, and Carol Murphy, LICSW, of Bunker Hill Health Center, for winning the "May is Better Speech and Hearing Month" contest. A $25.00 gift certificate to PappaRazzis restaurant was awarded to each winner.

The Speech-Language Pathology Department celebrated the month by launching an innovative outpatient swallowing program which utilizes EMG biofeedback. The multidisciplinary program involves several departments: Dietetics, Social Service, GI, Pulmonary, and ENT. Channel 7 news reporter Lester Strong interviewed Maggie Lee Huckabee, Senior Speech-Language Pathologist, for a May 26 profile of the use of EMG biofeedback in treating dysphagia, difficulty in swallowing. Another interview with Ivanhoe Communications will air in the next two months on television stations across the country.

Other Speech and Language month activities included:

- Joan Kelly Arsenault presented three inservice workshops with Linda Lass-Schuhmacher from Employee Health to the Communications Department on "Keeping Your Voice Healthy and Well."

- Ann Kelly Kirwin performed 65 hearing screenings for the residents of Charlestown and surrounding communities at the "Charlestown Loves a Healthy Heart" Day.

- Chelsea Memorial Health Center Speech-Language Pathology Department provided information regarding speech-language development to the teachers of the Boston University Home Learning Centers Project.

For further information on the outpatient swallowing program or other services, please call the Speech-Language Pathology Department at 6-2763.

Parent corporation President position redefined

The General Hospital's "parent corporation," the formal name of which is "The Massachusetts General Hospital," is redefining the position of President of the Corporation. The new structure provides that the President will serve as a full-time, paid chief executive officer of the parent corporation, reporting to the parent corporation's Board of Trustees.

The parent corporation now oversees seven affiliates including The General Hospital Corporation, commonly known as Massachusetts General Hospital. In the past, the President of the parent corporation was an unpaid volunteer, usually the immediate past Chairman of the parent corporation's Trustees, and had no direct responsibilities with respect to the operations of the affiliates.

The decision to redefine the President position is the result of a thorough analysis completed by the Trustees' Review and Search Committee, established nearly two years ago for the purpose of reviewing the corporation's management structure and establishing a process for orderly leadership transition. During the last year, the committee met extensively and interviewed senior members of the administration and professional staff of the parent corporation and its affiliates before recommending the new structure to the full Board of Trustees.

In addition to serving as the chief executive officer of the parent corporation, the new President will serve as a Trustee of each of the affiliates, work on policy issues, broadly oversee the activities of the affiliates, and foster collaboration among the affiliates with a view toward developing a more integrated system of health care. The new President will not have direct responsibility for the operations of the affiliates. The Trustees anticipate that the roles of the hospitals' General Directors and other affiliate heads will continue essentially unchanged.

The Trustee's Review and Search Committee has begun the search to identify candidates for the parent corporation President position with the assistance of the executive search firm SpencerStuart. The search team hopes to have this position filled by early 1994. As soon as the parent corporation President position is filled, the team will begin the search for a successor to J. Robert Buchanan, MD, as General Director of the General Hospital. The Trustees anticipate that the new parent corporation President will participate actively in this second search.

The current President is Trustee W. Nicholas Thorndike, who will continue to serve in that role until the initial search is completed. When the new President is appointed, Mr. Thorndike will continue to serve as a Trustee of the parent corporation.

At this year's "Charlestown Loves a Healthy Heart" health fair, Kris Marchand, MS, RD, a nutritionist from the MGH Bunker Hill Community Health Center, shows Daniel Maguyre, a Charlestown native, left, and Larry Mulrey, Director of Human Resources at Johnnie's Foodmaster, the difference in fat content of servings between whole milk and 2 percent milk.

Charlestown Loves a Healthy Heart

This year's "Charlestown Loves a Healthy Heart" day focused on increasing awareness of the impact nutrition and behavior have on heart disease. Since Charlestown has the highest rate of heart disease of any community in Boston, reaching residents of the area with preventive information has been an MGH goal for years.

Displays at the health fair included tables on smoking cessation, exercise, stress, and good nutrition. Complimentary blood pressure and cholesterol screenings were offered, and low-fat food tastings were set up throughout Johnnie's Foodmaster in the Charlestown Mall, site of the health fair.

"We want to focus on things people can change," said Nancy Paton, MS, RD, Manager of Nutrition Services at the MGH Community Health Centers, "focus on lifestyle changes people can make and what people can do to decrease their risk of heart disease."

The health screening and education event was jointly sponsored by the MGH Bunker Hill Community Health Center, Community Advisory Board, Charlestown Lion's Club, Johnnie's Foodmaster, American Lung Association, and American Cancer Society.

Vascular Laboratory gains accreditation

On the ninth floor of the Warren building sits a cluster of rooms that form the MGH Vascular Laboratory. Each year in these exam rooms, 10,000 noninvasive vascular (blood vessel system) tests are performed to diagnose the presence and extent of vascular system disease in more than 9,000 patients. This vast amount of work, reviewed by four physicians, is handled by a small group: one part-time and four full-time nurses, one technologist, and two secretaries.

The tests run the gamut from ultrasounds which allow technologists to assess blood flow of neck vessels, to stress tests to determine if pain in arms or legs is related to a blood-flow problem. Strokes, which can be caused by a disorder of blood vessels that carry blood to and from the brain, are the third leading cause of death and disability in the U.S. Blood clots in veins affect two million people each year. In 25 percent of these cases, clots break loose and travel to lungs, creating a life-threatening situation. These and other diseases can often be diagnosed early using noninvasive vascular tests. Early detection of a problem can lead to treatments that protect a patient's health.

The MGH Vascular Laboratory recently participated in a voluntary process to obtain accreditation from the Intersocietal Commission for the Accreditation of Vascular Laboratories (ICAVL), a group that accredits labs demonstrating "high quality patient care and attention to quality assurance."

"There is a very vigorous effort on the part of several groups to assure expertise in diagnosing blood vessel problems," said William Abbott, MD, Medical Director of the Vascular Laboratory.

"This demonstrates our committment to providing high quality testing," said Nancy Reidy Macdonald, RN, BSN, RVT. She compiled and shipped nearly 35 pounds of documentation to the ICAVL, describing everything about the MGH Vascular Laboratory—from the backgrounds of the people who work in the laboratory, to the protocols for tests, to the physical laboratory setup. The response from the ICAVL was positive: the MGH was the 230th laboratory in the U.S. to be granted accreditation. Considering the thousands of laboratories that exist in the U.S. and the massive project of applying, the accreditation is a significant reason to be proud of the MGH Vascular Laboratory.

What's Happening

Young adult cancer support group forming

A new cancer support group "Young Adults: Living with Cancer" begins July 14, 1993, at 4:30 pm for eight consecutive Wednesday evenings, free of charge. The group, led by Katie Dobbin Binda, LICSW, and Louisa Daley, LICSW, includes: mutual support, improving communication, dealing with feelings , sharing coping mechanisms, resources, and getting on with living. For more information, call Priscilla Boisvert, 6-8673.

Free HLA typing

Hundreds of people die waiting for a bone marrow donor. Join the HLA registry by having your blood tested to determine if you might be a match for someone waiting. A testing, free to MGH employees, is planned for mid-July outside the Blood Bank, Gray lobby. Watch for signs or call Cyndi Campbell, Bone Marrow Transplant Coordinator, 4-1127.

Commuter Awareness Day winners

Bernd Schnitker, an MGH East employee, won the Univega Activa Action Commuter Bike donated by Wheelworks of Belmont, at the MGH Commuter Awareness Day, sponsored by the Commuter Services Department. Kathleen Harrington and Jayson Colby, also MGH employees, each won a free monthly pass donated by the MBTA.

Physical therapy lecture

Marilyn Moffat, PT, PhD, FAPTA, will speak about "The Future of Physical Therapy in a Changing Healthcare Environment," at the 11th Annual Marjorie K. Ionta Lecture, July 8, 5:30 pm, Shriner's Auditorium. Call Chris Goodyear, 6-8009, for more information.

In General

Martha Cassin, Assistant to the Director of the MGH Cancer Center, was honored with the Thomas J. Carroll Award for Employment Excellence. The Carroll Award was instituted ten years ago by the Carroll Center for the Blind in Newton and the Massachusetts Commission for the Blind. Ms. Cassin was selected from more than 60 eligible candidates who are members of the Carroll Society, a group of blind and vision-impaired people who have been recognized in past years for their outstanding job performance.

Ms. Cassin, who lost her vision to diabetic retinopathy, manages a $6–8 million budget, hires and supervises 100 people (including support staff, laboratory technicians, chemists, and scientists), and is the principal writer of the center's grant proposals. In this latter capacity she supervises the budgets of 100 ongoing grants.

In her work she uses an optical scanner, electronic braille, and a speech synthesizer on her computer. The MGH Cancer Center provided Ms. Cassin with the equipment; the Massachusetts Commission for the Blind installed it; and Ms. Cassin learned its operation at the Carroll Center.

Don Costa, a Lab Supervisor in the Burn Trauma Research Unit, won a third-place medal in the 40-year-old age group for a 5K race at the 25th Annual Burn Association Conference.

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

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MGH HOTLINE UPDATE

July 8, 1993

Preliminary discussions held toward developing a closer relationship among Harvard Medical School teaching hospitals

News media last week reported on conversations about establishing a closer relationship among five major Harvard Medical School-affiliated teaching hospitals and the medical school itself. The original article appeared on page 1 of the June 30 *Boston Globe* and indicated that the hospitals, including the MGH, were on the verge of a major and close restructuring.

At press time, the facts were as follows. At the request of the Harvard Medical School Dean, the [illegible] hospitals have held some discussions with the medical school in recent months about the possibility of a closer relationship. Such a relationship, which could lead to a better distribution of expensive medical resources and avoid unnecessary duplication, would be done in the public interest—although serious legal issues would have to be addressed. No details have evolved from those discussions nor has any agreement been made to change the relationships among the hospitals or between the hospitals and the medical school. These are matters for future discussion. The media, however, found out about the discussions, which are so preliminary that none of the hospitals had yet informed their employees. Other hospitals involved in the discussions have been Beth Israel, Brigham and Women's, Children's, and New England Deaconess. The [illegible]GH is the largest and oldest hospital affiliated with Harvard Medical School. The relationship between Harvard and its teaching hospitals has traditionally been very informal. Unlike many other medical schools in this country, Harvard does not own any of its affiliated teaching hospitals.

Meetings among the institutions involved are expected to continue. Should any agreement ever be made, it would be reported to our employees as soon as possible, certainly before any report is released to the newspapers. The various hospitals involved agree that discussions to date have been far too general and early to have warranted reporting on anywhere.

Indeed the June 30 *Boston Globe* story conveyed very distorted impressions about how far along the conversations actually are. Such distortion occurs frequently when newspapers rush to print every rumor about health care. Although we cannot keep such rumors out of the daily press, we will promptly report facts — when they exist —to you.

Why did the discussions arise in the first place? What prompted them was the rapidly changing landscape of health care. Hospitals used to be paid full costs for each patient treated. Under the rapidly growing influence of managed care, hospitals admit fewer patients and get paid less to cover the costs of treating each patient. Hospital lengths-of-stay have been decreasing significantly all over the nation. At the MGH our length-of-stay is also dropping dramatically, because of both our own efforts at cost control and the impact of managed care. In many areas hospitals also have fewer patients to admit each year. In fiscal year 1993, the MGH has maintained its pace of admissions of the last fiscal year, in the face of declining admissions state- and city-wide. In this new environment, hospitals need to continue to find ways of cutting costs dramatically while maintaining or increasing their share of an ever smaller number of total admissions.

Compounding the problem in Massachusetts is that this state is second only to California in the percentage of patients who receive their care through Health Maintenance Organizations (HMOs), a form of managed care. Typically the patients belong only to HMOs chosen by their employers. For a rapidly growing number of patients that means they can no longer choose their physician or even hospital unless they are in their HMO's "circle."

The resulting economic difficulties of the Boston hospitals have been causing them to downsize recently. The MGH has been going through the frustrating process of reducing the budget for the coming fiscal year by roughly five percent. That procedure is expected to result in job losses through attrition, by not filling existing job openings, and even by layoffs. Many other Boston hospitals have already had to resort to layoffs.

more on back page

Or as the General Director, Dr. J. Robert Buchanan, informed employees at the April 27 Town Meeting: "As we look forward in our budget planning, which is just beginning for 1994, I am confident that we are going to have to face very large cuts in our operating budget in order to stay highly competitive in eastern Massachusetts. And those cuts will be painful."

It is projected that Boston hospitals will have to shed a significant part of their bed capacities, and some of these institutions may have to close. Hence the meetings to determine whether there is a rationale for the five major Harvard Medical School hospitals to coordinate their efforts.

Recognizing the need for fundamental health care reform, the MGH has already begun efforts to help form a more rationalized, integrated system of health care delivery.

These efforts include:

1) development and support of primary care for our local community;

2) negotiations with the Massachusetts Associated Physicians, Inc., representing 171 physicians in the Framingham-Natick area, to develop a coordinated approach to health care delivery that focuses on primary care integration and the provision for services of a global fee;

3) initiation of a process with six other community hospitals and their medical staffs (Beverly, Lowell General, Melrose-Wakefield, Newton-Wellesley, Salem and South Shore) to address how to efficiently and effectively manage the delivery of health services to a population in a systematic rather than fragmented fashion, potentially including partnership with the national HMO United HealthCare; and

4) continued dialogue with major HMOs, insurers, employers, physician groups, and other hospitals about additional opportunities to more effectively work together to improve outcomes and reduce costs.

These discussions and activities will not only continue but also increase as we work together to shape the future role of the MGH in our rapidly evolving health system.

Losing Harvard Community Health Plan pediatric patients will be a short-term blow to the MGH

The MGH learned on June 24 that the Harvard Community Health Plan (HCHP) had selected Children's Hospital for its pediatric patients. This is one example of how the medical landscape is changing daily. Over the last seven years the MGH and Children's Hospital have shared roughly equally HCHP patients.

HCHP had approached the MGH seven years ago and asked us to accept a number of its pediatric patients. Until then Children's Hospital had been the caretaker for almost all the HCHP pediatric patients. Each year HCHP conducted polls to determine the satisfaction with the care of its patients at the MGH. Satisfaction with the MGH care was immediately high, and each year the percentage of satisfaction increased. And as a result, each year the HCHP increased the proportion of its pediatric patients treated at the MGH. Despite that, the pediatric group at HCHP voted 8 to 6 in June to return to having Children's Hospital care for the overwhelming percentage of its pediatric patients.

Our prices had been lower than those of Children's Hospital, and we lowered them even more in an effort to retain our agreement with HCHP.

The MGH told news media: "Losing HCHP will be a short-term blow to an outstanding Children's Service. But the same qualities which made HCHP approach the MGH originally and for which they praised us right up to the present —namely highly personalized excellent care at very competitive prices—will prevail in our long-term strategy."

PLEASE RECYCLE

MGH HOTLINE

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Record number graduate from IHP

Sixty-four students, the largest number in the Institute's history, received degrees in the 13th annual Institute of Health Professions (IHP) graduation June 18. The record class included, for the first time, nine graduates of the IHP's newest program, Communication Sciences and Disorders.

"This—like all commencements—is above all a celebration of learning and commitment. . . . This one, however, comes at a time of significant transition, not only for you personally and professionally, but also for the entire system within which most of you will be practicing your chosen profession," said commencement speaker Matina S. Horner, PhD.

Despite the intense heat and humidity under the Bulfinch tent, students and faculty in full academic regalia listened intently to Dr. Horner, the President of Radcliffe college from 1972 to 1989. Dr. Horner is currently the Executive Vice President and member of the Cabinet for Teachers Insurance and Annuity Association-College Retirement Equities Fund (TIFF/CREF), the nationwide portable pension system for higher education.

"We have every reason to believe in a better tomorrow and to renew our hope that the gaps that currently exist between 'what is' and 'what ought to be' in our society and in our health care system, can and will be bridged," said IHP Trustee Dr. Horner, expressing her faith in the future of health care. Dr. Horner brought to her address her expertise in health care policy, human motivation and personality, and the psychological implications of social change.

The 1993 student speaker, Kathleen Ann Hegarty, who grew up in Dorchester and Milton, was among the first Communications Program graduates. She spoke about how the complexity of life after school can make returning difficult, especially for women, but added, "There was a little voice in my head saying 'you might be able to do this—you have to try,' and I chose to turn up that voice." She commented on the intimate connection created between health care providers and patients. "It is not

IHP graduation continued on page 4

Jeanne Marie Prisbylla, who received her MS in Nursing with a specialty in critical care, carries a friend's child as she walks through the recessional at the 13th annual IHP graduation.

Yvonne L. Munn retires: A celebration of nursing

After nine years as Associate General Director and Director of Nursing at the MGH and a 42-year nursing career, Yvonne L. Munn, RN, MSN, retired on June 30. Amid farewell activities, her nursing colleagues and members of the MGH community offered their thoughts on Yvonne Munn, as a leader and a nurse.

"It's not me or this office," said Ms. Munn. "it's about facilitating a positive interaction among nurses, patients, and families, to create the environment that is most conducive to good nursing care."

While Ms. Munn may see her role as having been primarily that of facilitator, most view it as much more. At a retirement reception for the entire MGH community, George Baker, Jr., MD, Associate General Director for Professional Relations, recalled that after he met Ms. Munn nine years ago, he didn't want to interview any more job candidates.

"I think I am one of the few people who know about the area where she was born," said Dr. Baker, referring to her Canadian home. "Out on the plains you can see forever. Maybe that's where Yvonne got her breadth of vision." This characterization of Ms. Munn as a visionary leader underscored many of her colleagues' comments.

Mrs. R. Morton Claflin, honorary trustee, center, and Dr. J. Robert Buchanan, visit with Ms. Munn at her retirement dinner. photo by Chris Graf, Nursing Department

Contributions to the profession

"I think all of you who came here tonight thinking that we were only going to celebrate the tenure of Yvonne Munn in her role here over the nine years are really mistaken," said J. Robert Buchanan, MD, General Director, at a retirement dinner for Ms. Munn. "I know what Yvonne would really like—for us to celebrate nursing at the MGH. That's a very important subject to her." Dr. Buchanan spoke about the movement and growth of the nursing profession in the past decade, not only at the MGH but also overall. "The profession under her leadership has made enormous strides . . . And for that we owe to everybody in this room who belongs to that profession, a major thanks, and particularly to Yvonne for having carried the flag at the head of the parade."

Ms. Munn's contributions have affected not only nursing here at the MGH, or even just the organizations she has worked with, but all of nursing. Commenting on Ms. Munn's ability to influence the practice of nursing, Joyce Clifford, RN, MSN, FAAN, Vice President for Nursing, Nurse-in-Chief, Beth Israel Hospital said, "Her ability to bring people from one form of thinking to another is one of the greatest assets of this national leader in nursing. . . . As President of the American Organization of Nurse Executives just about a decade ago, Yvonne strategized to bring together the four major nursing organizations to focus on the issues of that time."

In a career accented by awards and honors, Ms. Munn recently received one of the most prestigious: the Theresa LaPlante Award. The annual award is presented by Sigma Theta Tau International, the Honor

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Eileen Budri, RN, the Chair of the Nurse Managers Committee, left, and Carol Forman, RN, Nurse Manager, Founders House 3, center, give Yvonne Munn, right, a farewell present on behalf of the Committee. Ms. Munn holds a box of Pick-up Sticks, for retirement relaxation.

Yvonne Munn retires continued from page 1

Society of Nursing, the second largest nursing organization in the United States. The award, designed to recognize leaders in nursing administration, was presented by Theta Chapter At Large "to an individual whose career has been distinguished by contributions to Institutional Organizations."

Joan Fitzmaurice, RN, PhD, Director of Quality Assurance Research and Development, said "It is so appropraite that Yvonne received this award. She has a special gift as a nurse executive to help all of us see that our principal function is to support the nurse-patient relationship."

Ms. Munn has emphasized the articulation of a nurse's knowledge and the importance of research-based nursing practice. To that end, she has encouraged nurses to express, in concrete ways, their experience-based knowledge—what may seem intangible or intuitive—such as a nurse's ability to identify a patient on the brink of decline before tests indicate a change in status. She believes that effectively communicating this knowledge increases the value of nursing and contributes to the education of new nurses.

To strengthen communication, she initiated the *Exemplars Program*, a collection of narratives by nurses illustrating the "moments they knew they were making a difference." As Ms. Munn puts it, "We want to capture the knowledge base nurses call on to make decisions and have them begin to articulate their worth in some language that talks about the impact on patients and their families—outcomes resulting from their intervention." To move toward a more studied approach to nursing Ms. Munn helped establish last year the MGH Center for Research-Based Practice.

Sally Millar, RN, MBA, Director of Nursing Information Systems, said, "Yvonne, you are retiring from nursing; but at each crossroads in your career, you have left a legacy that centered around the patient first, coupled with a philosophy that recognized the critical contribution of professional nursing practice and, in particular, practitioners."

Nursing education

Ms. Munn has demonstrated her commitment to the education of nurses throughout her career. Most recently her work, with her colleagues at the other Harvard-affiliated teaching hospitals, led in December of 1992 to the establishment of the Harvard Nursing Research Institute. The Institute will develop and provide postdoctoral education and training in nursing health services research. Institute Director, Peter Buerhaus, RN, PhD, spoke about "Health Care Reform—Five Critical Issues Confronting Nurses" at the First Annual Yvonne L. Munn Lecture. The Yvonne L. Munn Lecture, established by the Department of Nursing, promises to continue work in Ms. Munn's spirit by supporting nursing research and education projects and an annual speaker on professional nursing practice.

Even closer to home (or more accurately) work, Ms. Munn was honored this year at the MGH Institute of Health Professions (IHP) graduation. On behalf of the IHP's Board of Trustees, Dr. Buchanan presented Ms. Munn (who has been a Professor in the Nursing Program at IHP) with the honorary title of Professor *Emerita*, in recognition of "her distinguished service as an eminent nurse administrator and role model for nurses and as a strong advocate for the development of Institute-Hospital relations."

Strength as an administrator

Described as a manager who listens and responds to her employees, Ms. Munn has promoted decision-making at all levels of nursing. She has striven to establish systems to incorporate into decision-making the views of all those who impact on the patient.

When Marianne Ditomassi, RN, MS, MBA, Ortho/neuro Nursing Service Staff Specialist, spoke about Ms. Munn's role in governance at the retirement reception, she quoted Rosabeth Moss-Kanter: "Masters of change are masters of participation." Added Ms. Ditomassi, "Yvonne, your creation of shared governance has allowed participation in and accountability for nursing decisions."

Eileen Budri, RN, Chair of the Nurse Managers Committee, echoed the sentiments. "We owe a debt of gratitude to you, Yvonne. You made us part of the processes—helping to run departments, choosing your successor, being part of this ceremony." According to Ms. Budri, the high value Ms. Munn puts on nurse managers enabled them to focus on daily problems *and* plan for the future. "Because of Yvonne's vision, nurse managers are in a better position to help the hospital respond to the demands of health care reform."

Ms. Munn's gift for including the entire nursing department in key department decisions was reflected in the comments of Keith Perleberg, RN, Chair of the Department of Nursing Staff Nurse Advisory Committee. "Yvonne, the fact that this committee exists, that you have given your time and leadership, is a real and positive testament to how much you value staff nurses. You are an example to us all."

Director of Social Services Evelyn Bonander, ACSW, who began at the MGH around the same time as Ms. Munn, spoke for many at the MGH in her comments. "When I think of Yvonne, I think of three characteristics. Inclusiveness—when she advocated for nursing she was always inclusive, never exclusive, never to the disadvantage of any other department or profession. Her focus on patient care—her ability to stay centered on the reason we are all here, the patient. And her fair, steady, seasoned, wise advice always informed, supported, and challenged me."

Roots of a leader

After two years as a science instructor at Edmonton General Hospital School of Nursing in Alberta, Canada, Ms. Munn accepted a position as the Assistant Director of Nursing at Medicine Hat General Hospital and Educational Director at that hospital's School of Nursing, also in Alberta. In 1956, the Assistant Director of Nursing Services position at Sharp Memorial Hospital in San Diego brought Ms. Munn to the U.S. She moved to Chicago in 1969 to work at Rush-Presbyterian–St. Luke's Hospital. In 1977 Ms. Munn left her positions there as Assistant Vice President for Nursing and Associate Dean of Rush College of Nursing to become a Corporate Vice President of Nursing Services at Methodist Hospitals of Dallas. She was successfully recruited to the MGH from Dallas in 1984.

In her farewell comments at the MGH retirement reception, Ms. Munn said, "being at the MGH has been a wonderful way to cap an incredibly rewarding career."

Ed Coakley appointed interim Chief Nurse Executive

When Yvonne Munn retired on June 30, she left her responsibilities as Director of the Nursing Department in the capable hands of Ed Coakley, RN, MSN. Director of Operating Room Nursing, Mr. Coakley has been an integral part of the MGH Nursing Department for more than 20 years. As interim Chief Nurse Executive, he said, "I am confident that the Nursing Department will continue to do well because, under Ms. Munn's leadership, the department has become very strong. There are highly competent nurses, and Yvonne's structures have prepared us to face health care reform."

Mr. Coakley said that he is "looking forward to this personally because it is an exciting challenge, but I recognize the turbulence ahead in nursing. I am confident, however, that the Nursing Department will be able to manage it." Mr. Coakley will continue his responsibilities as Director of the Operating Room Nursing Service and his internal consulting work for both Quality Assurance and Research, and the Radiology Department. To manage this full plate, he said he will rely on "our strong OR team who will be assisting me more than ever."

Ed Coakley, RN, Director of Operation Room Nursing and interim Chief Nurse Executive, speaks at Yvonne Munn's retirement reception. photo by Chris Graf, Nursing Department

Mr. Coakley's academic background and work experience are extensive. Upon return from his service in Nha Trang, Vietnam as a Medical Records Clerk in the United States Army, he worked as a Social Worker for the Massachusetts Public Welfare Department. He came to the MGH in 1971, and after three years as a staff nurse on the Burn and Surgical Units, he became Nursing Supervisor of Surgical Nursing for six years. He then worked as an instructor for Management Development, Staff Education and Nursing Studies. In 1986, he moved to the position he currently holds, Director, Operating Room Nursing Service. His academic preparation includes a BA in Philosophy, an AD in Nursing, a MEd in Severe Special Needs, an MA in Counseling/Psychology, and an MSN in Nursing.

MGH ranked top hospital in Northeast

The MGH has again dominated the Northeast United States in the *US News & World Report* annual best hospitals edition.

The July 12 issue listed the MGH in the top 10 hospitals in the country in 11 specialties. Brigham & Women's Hospital was second in the Northeast with six specialties. In New England rankings the Massachusetts Eye and Ear Infirmary had two high-rated specialties, and McLean Hospital, owned by the Massachusetts General Hospital Corporation, was first in the country in psychiatry.

Johns Hopkins Hospital led the nation with top 15 specialties; Mayo Clinic was second with 13; UCLA Medical Center was third with 12; the MGH fourth with 11; Cleveland Clinic fifth with 8; University of California at San Francisco, sixth with 7; Brigham & Women's, seventh with 6; and seven others tied for eighth with 4 specialties.

MEEI finished second in one of its specialties and fourth in the other. Since the MGH uses MEEI for all its patients with eye, ear, nose and throat problems, MGH patients are actually cared for by top specialty departments in 13 different specialties, the same as second-place Mayo Clinic, which consists of two different hospitals.

USN&WR, which already had the most scientific methodology for determining the best hospitals, tightened its system this year by adding objective governmental criteria to its previous method of asking the nation's top specialists to name the leading hospitals, other than their own, within their own specialties. Still, in addition to overlooking the historic relationship between the MGH and MEEI, the magazine continues to omit some other important criteria.

For example, radiology, anesthesiology, and pathology are not rated. Without having outstanding physicians in those three areas, it is possible to be top rated in all 16 specialties included by the publication and still deliver less than top care. That is because pathology, anesthesiology, and radiology are critical to the providing of diagnosis and treatment. So are nursing, the various therapies, and social service, to name just some of the quintessential allied health professions. The MGH has always been at the forefront of many areas that were not rated in the report. For instance, the MGH was the first hospital in the world to use anesthesia, and within three months after Wilhelm Roentgen discovered x-rays in Germany, the MGH began using the technology.

The MGH has been first in Northeast United States in all four years of the *USN&WR* polls. In the national rankings this year, MGH had three specialties which finished second in the country (Endocrinology, Gastroenterology, Neurology/Neurosurgery); three, third (AIDS, Cardiology/Cardiac Surgery, Orthopædics); one, fourth (Psychiatry); one, fifth (Rheumatology); one, sixth (Geriatrics); and two, eighth (Gynecology, Urology); for its total of 11 top-10-rated specialties.

The only other MGH specialties among the 16 rated by the magazine are cancer and pediatrics: both of which finished 13th in the country. Both were especially highly-rated compared to cancer and pediatric units in other general hospitals: eighth in cancer and third in pediatrics. Children's Hospital, Boston—like McLean—finished first nationally in its specialty, and Dana Farber Cancer Center third in its.

When hospitals are ranked as overall institutions rather than by specialties, the MGH has finished either first or second in the country in every national ranking since 1967.

The top five U.S. hospitals combining (MGH and MEEI) according to *US News & World Report*

	# of specialties
Johns Hopkins Hospital	15
The MGH *(11)*/MEEI *(2)*	13
Mayo Clinic *(which combines two hospitals)*	13
UCLA Medical Center	12
Cleveland Clinic	8

oc•cu•pa•tion•al ther•a•py\ *n. Abbr.* OT:

The use of productive or creative activity in the treatment or rehabilitation of physically or emotionally disabled people

When you walk into the room on the first floor of the WACC, the patient waiting area appears much like many others throughout the hospital. But as you enter the treatment room in back, you see large wooden tables circled by people engaged in a variety of activities. One table might be the workplace for an occupational therapist (OT) who is measuring how far a patient is able to bend his hand. At another corner an OT might be deep-massaging the forearm muscles of a second patient. A third patient might be working under the encouragement of an OT on exercises to improve coordination or reduce the pain and sensitivity caused by an injury. While many of us have heard about OTs, we may not understand what it is they do or the range of situations in which they are involved.

"Our work is centered on the premise of looking at each person in an holistic way in order to help people return to accomplishing functions that are important in their lives," said Michelle Pflannenstiel, OT, who specializes in working with patients with neurological challenges.

Many people can be helped by occupational therapy—stroke patients, infants and children with special needs, workers with aches and pains from repetitive job tasks, and the list continues. The goal of occupational therapy, put simply, is to help people of all ages, dealing with a variety of issues, prevent, lessen, or overcome disabilities and move toward productive, fulfilling lives.

Helen Mulligan, OTR/L, measures how far Joe Fong is able to bend his hand after a car accident injury crushed it. Measuring this angle is one of many ways Ms. Mulligan will evaluate Mr. Fong's progress.

Roberto Riveria, a 22-year-old patient, suffered burns in a work-related accident and needed to improve his coordination, strength, and dexterity. In one exercise, Mr. Riveria used his hands to manipulate nuts and bolts. He and Ms. Pflannenstiel chose this particular activity because Mr. Riveria likes working with his hands and is familiar with the specific actions necessary to accomplish the task. These factors contribute to making the activity both therapeutic and useful.

By combining academic training, technical skills, personal creativity, and experience, OTs work with individuals to create treatment programs designed to achieve whatever is most important to each patient.

"As occupational therapists, we are constantly drawing on many skills that help patients achieve success in adapting to their functional limitations," said Robin Haley, OTR/L, Assistant Director of Occupational Therapy at the MGH.

Hand Therapy Service

The MGH Occupational Therapy Department encompasses a top-notch Hand Therapy Service, offering comprehensive hand and upper extremity evaluation and rehabilitation. It was developed in response to advances in surgical techniques that enabled greater functional restoration of injured and diseased hands and arms. Staffed by seven OTs and two physical therapists with advanced training—certified hand therapists—the Hand Therapy Service has three sophisticated and specialized programs: a program for musicians, a program for people dealing with upper extremity pain caused by repeating the same motion for long periods of time, and a program for employees returning to work who need an evaluation to determine their ability to perform all aspects of their job. This specialty rounds out a service that uniquely touches a diverse group of patients.

One of the hand therapists, Helen Mulligan, OTR/L, began working with Joe Fong soon after he injured his hand in a car accident. Mr. Fong had a crush injury that damaged tendons in his hand. Ms. Mulligan, who trained in Dublin and worked in Europe for two years before coming to the US, has been at the MGH for three years. Her first priority in treating Mr. Fong was controlling the swelling. Her second priority was to work with Mr. Fong to improve the mobility in his hand. A skin graft to repair damaged tissue, a splint to provide support, and a series of hand, wrist, and finger exercises got Mr. Fong on a path to recovery. "He is very motivated, so that's a help. I am monitoring his progress, and we will advance work on improving his motion and strength, and later function, as he progresses," Ms. Mulligan said.

The Hand Therapy Service hosted a conference in June, "Rehabilitation of Peripheral Nerve Injuries," which focused on the nerves of the arm that send messages from the spinal cord to muscles. Richard H. Gelberman, MD, Chief of Hand Surgery Service, and Robert D. Leffert, MD, Chief of the Surgical

Occupational therapy continued on page 4

"Free Willy" star Jason James Richter (left) visits with MGH Children's Service oncology patients Kelly Gouthro, Raheem Hart (held by his father William Hart), and Giovanny Nieves and his father Valerio Nieves (in doorway.)

A whale of a time for MGH pediatric patients

When Children's Service oncology patient Kelly Gouthro headed to the MGH for her doctor's visit, she was actually looking forward to it. After all, June 10 was the day the television cameras would be there. Jason James Richter, the star of "Free Willy"—the new movie about a troubled boy and a whale, which opened on July 16—was stopping by the 7th floor of the WACC. As Channels 4 and 56 videotaped the visit for the news, 6-year-old Kelly, 6-year-old Giovanny, and 1-year-old Raheem met 13-year old Mr. Richter, who autographed photographs and invited them to view the movie for free.

The visit highlighted the MGH Pediatric Oncology Service, which will benefit from the first fundraiser hosted by the Friends of the MGH Cancer Center. For an invitation to the November 18 event at FAO Schwarz, call 6-1063 and leave your name and address.

Occupational therapy continued from page 3

Upper Extremity Rehabilitation Unit, spoke about treatment advances for injuries involving these nerves to more than 60 therapists from all over the U.S.

Occupational therapy at the MGH and nationwide

Since June 1992, Trina Oswald, MS, OTR/L, has been the Director of the Occupational Therapy Department, which employs 20 staff members and serves both inpatients and outpatients. The inpatient service works with a diverse group of patients from Orthopædics, Children's Services, the Burn Unit, Neurology, Multi-trauma, Newborn Intensive Care, Oncology, Cardiac, and Medical/Surgical. The treatments address issues related to cognition (thinking), perception (the ability to relate objects in space and/or to other objects), and nerve and muscle status. The goal is to help patients progress to a level of functioning allowing them to leave the hospital. The outpatient service also works with neurologic, arthritic, and pediatric patients.

According to the American Occupational Therapy Association, there are over 47,000 OTs in the U.S. and the profession is one of the fastest-growing. There is currently a national shortage of OTs, and the U.S. Bureau of Labor Statistics predicts a very large increase in job openings by 1995. Training includes a Bachelor's or Master's degree from an accredited program based in the biological and behavioral sciences, passing a national certification examination, completing a six- to nine-month clinical internship, and obtaining a state license.

What's Happening

T-shirts for giving

The Blood Donor Center now has summer t-shirts for all donors. The heavyweight 100 percent cotton shirts display "Give Blood" in 16 different languages, imprinted in blue and red. Look for the shirt at the Blood Donor Center, located in the Gray lobby, which is open for donations Monday–Thursday, 8:30 am–7:30 pm and Friday, 8:30 am–4:30 pm. Donors are welcome to walk in or call 6-8171 to make an appointment.

Person-to-Person: Living with Cancer

This free support group, led by Evelyn Malkin, begins on August 5, 6:30 pm, for eight consecutive Thursday evenings. Geared to patients, families, and friends, it focuses on mutual support, improving communications, dealing with feelings, sharing coping mechanisms, resources, and getting on with living. Call 6-8187 for information.

See Miss Saigon with Spaulding

The Spaulding Rehabilitation Hospital is hosting a benefit at the musical "Miss Saigon" on September 23 at the Wang Center for the Performing Arts. The Trustees and friends of Spaulding invite you to join them for this special evening, beginning with a pre-performance reception in the Center's lower lobby. Spaulding has reserved 400 orchestra tickets. Tickets are $120 each, which includes a donation to benefit the hospital's annual fund. For reservations, call 720-6646.

Managing advanced cancer

The last DIALOGUE of the 1992-93 season addressed "Three questions on the management of advanced cancer. "The June 2 session was jointly sponsored by the Friends of the MGH Cancer Center and the Cancer Affairs Committee.

Henry J. Mankin, MD, Chief of Orthopædics and Chairman of the MGH Cancer Affairs Committee, moderated the discussion of major emotional questions facing patients; their families, friends, and physicians; and policymakers in the treatment of advanced cancer.

Edwin H. Cassem, MD, Chief, Psychiatry Service, examined "When should I bail out?" addressing how and when patients and their families might consider stopping further treatment. Ronald S. Newbower, PhD, Associate General Director for Research and Technology Affairs, and Gregory Koski, MD, PhD, Chairman of the Subcommittee on Human Studies, discussed "Should I go on a protocol?" explaining what a protocol is and how patients decide to enter one. The final question, "Can we as a country really afford the money we spend for cancer care?" was explored by Lynn Peterson, MD, Chief, Bioethics Department, Harvard Medical School.

More than 70 guests participated in the highly successful DIALOGUE, examining these little-discussed but crucial questions of the psychological, ethical, and economic implications of the care of patients with advanced cancer.

IHP graduation continued from page 1

simply an act of service. There is an exchange inherent in helping others, and in that exchange, we end up discovering a great deal about ourselves."

J. Robert Buchanan, MD, MGH General Director, and a member of the Institute's Board of Trustees, was on hand to confer Professor *Emerita* status on Yvonne L. Munn, RN, MSN, a Professor in the Institute's Nursing Program and Associate General Director and Director of Nursing at the MGH, who retired on June 30.

IHP President Patrick E. McCarthy, MCP, presented the 1993 Award for Excellence in Teaching to Michael D. Smith, PhD. Dr. Smith, who has been at the Institute since 1991, is a Professor in the Communications Program and a Research Scientist in the Neurolinguistics Laboratory. He was instrumental in establishing the Institute's new Communications Program.

Each year the Excellence in Clinical Nursing Practice Award goes to a Nursing Program student who has shown clinical judgment and caring and has demonstrated initiative and empathy for others. This year's winner was Noelle Richardson whose "strength in advocacy stands out in practice, whether it be a simple touch or the complex assessment and clinical management of care for frail elders."

This year's Mary Mankin Prize was awarded to Angelique M.A. Dirkes for her outstanding thesis, "Correlations of Wheelchair Performance after Right Hemisphere Stroke." The prize was established in 1992 by Henry Mankin, MD, a member of the Institute's Board of Trustees and Chief of Orthopædic Surgical Services at the MGH, in memory of his mother.

Commencement speaker Matina S. Horner, PhD, addresses the students at the IHP graduation ceremony as E. Lorraine Baugh, MS, RN, Chair of the IHP Board of Trustees, and IHP President Patrick E. McCarthy, MCP, listen.

"This is a very important time at the IHP because the programs that are present at the Institute are clearly on the cutting edge of the changes taking place in the health care delivery system," said IHP President Mr. McCarthy. "I would visualize that the leadership responsibilities that our students take on after graduation will be magnified by even more significant responsibilities as those changes in health care take place in the U.S."

Graduating from the IHP's four programs were: 3 from Dietetics, 9 from Communications, 13 from Physical Therapy, and 39 from Nursing. After the traditional hooding ceremony and the presentation of diplomas by Mrs. Baugh, everyone moved into the WACC to conclude the 1993 graduation with a cake and champagne celebration.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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MGH offers transition services to laid-off employees

Resume preparation, interviewing and networking workshops, and placement assistance are just some of the services being offered at the MGH Transition Center to 106 employees who were laid off on July 21 as part of the hospital's reduction in force. The Transition Center, located at 101 Merrimac Street, was established to provide a range of services to the approximately 1 percent of the MGH work force who lost their jobs as part of the reduction in force effort. By the beginning of the next fiscal year, October 1, the hospital will reduce by 500 its 10,000-plus positions. That 500 includes layoffs, open positions that have been eliminated, and jobs that will remain unfilled as people leave them through normal turnover.

(In his July 22 letter to employees, General Director J. Robert Buchanan, MD, said that 160 employees were being laid off. By the time layoffs had been carried out, the number had been reduced to 125. At least 19 of those employees, with the help of Human Resources, had secured positions within the MGH by press time.)

Additionally 35 employees were informed that as of October 1 their hours would be reduced. Also beginning October 1, the rate at which employees accrue earned time will change, so that the yearly total earned time will be reduced by one week. For the 1994 fiscal year, all general wage increases have been eliminated.

The budget-cutting measures are part of the MGH plan to reduce overall operating expenses by $50 million over the next two years. As noted by Dr. Buchanan in his letter to employees, budget reduction has become necessary because "managed care has created a highly competitive environment that is expected to become more so. Concurrently, managed care companies such as HMOs, require us to provide services at lower and lower cost, putting us at increasing risk."

"During this time of change, it is our hope that we will be able to assist as much as possible the people who have been laid off," said Kathy Rice, Assistant Director of Human Resources.

In his letter to employees, Dr. Buchanan wrote: "It is only by maintaining a vital and strong MGH that we will continue to best serve our patients and preserve as many jobs as possible."

Making the transition

Regular status laid-off employees received a salary and benefits package commensurate with their years of service to the MGH. Additionally all were matched with a human resources professional, a Transition Advisor, who will assist them through the job search process, either within or outside of the MGH.

"The MGH does care and does have a conscience for its displaced employees," said one of the Transition Center Managers, George Sweeney. "We are offering a full-service Transition Center; every resource is available from a typing and message service, to job leads, to videotaping practice interviews."

"Displaced employees have first priority for any internal opportunities for which they are qualified," said Mary French, Manager of Bulfinch Temporary Service, who is co-managing the Transition Center. "This applies to both regular and temporary positions."

Employee Assistance and Employee Relations have worked extensively with supervisors and displaced employees to make this difficult transition more manageable. Employee Assistance has scheduled a series of workshops on topics including "Budgeting While Unemployed" and "Dealing With Job Loss." As needed, networking and support groups will be formed, and the services of the Employee Assistance Program will continue to be available to displaced employees.

Sibling sharing

Borrowing, lending, and being too close for comfort are typical problems for teenagers, especially for two sisters just one year apart. But an atypical disease, aplastic anemia, has caused the Smith sisters to reexamine their notions about sharing. In May, 14-year-old Dianne was diagnosed with aplastic anemia, a life-threatening disease in which the elements that produce blood cells stop working. In some cases medication can help control the disease, but when it is at its most severe and the patient is as young as Dianne, the preferred course of treatment is a bone marrow transplant (BMT).

Dianne's two siblings were tested, and 15-year-old Erika was identified as an exact donor match. Dianne underwent chemotherapy to inactivate her own bone marrow so that she could have the BMT, and in June the transplant was performed using Erika's donated bone marrow. Dianne spent almost four weeks in a modified laminar air flow room, often called a "bubble room," to protect her from infections because her immune system had been weakened by the chemotherapy. Despite the "bubble room," visitors and staff had to wear masks, caps, and hair and shoe coverings as a further precaution before entering Dianne's room.

"It's as if we are visiting Dianne's house and are responsible for not bringing in anything harmful," said primary care nurse Cindy Thompson, RN, BSN. "After Dianne leaves the hospital, she will be living in a world where she is responsible for protecting herself—she will be the visitor."

Bone marrow transplant recipient Dianne Smith, right, in her "bubble room" on Ellison 16 with her donor and sister Erika, along with Dr. Thomas R. Spitzer, Director of the BMT program.

For the next several months Dianne will avoid crowds, wear a mask in public, and generally take it easy. She will come to the MGH for checkups twice a week for the next three months, and in a year will be revaccinated; the vaccines she received as a child are no longer effective. Though Thomas R. Spitzer, MD, Director of the BMT program, and the BMT team will continue to watch Dianne carefully for signs of transplant rejection or other complications, Dianne is expected to do very well.

Related story on HLA testing on page 2

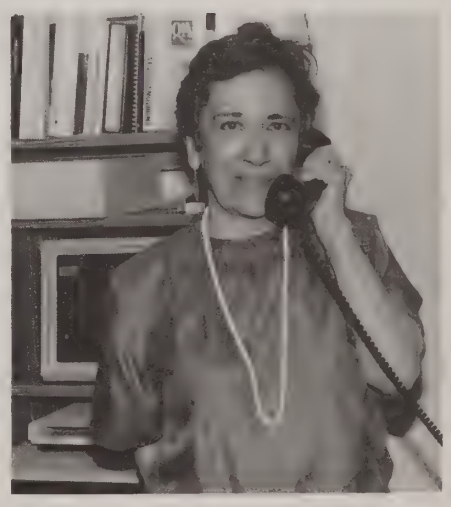
MGHer receives Fulbright Scholarship to study child's response to death of parent

"The death of a parent is an experience that children throughout the world know," states Phyllis Silverman, PhD. To develop a better understanding of children's grieving, Dr. Silverman will begin a 10-month stay in Israel on September 1 under a Fulbright Senior Scholar Award. The Fulbright Program, "designed to promote better understanding among people of the world through educational and cultural exchanges," is widely regarded as one of the most prestigious academic fellowship programs in the world.

Dr. Silverman, a Professor of Human Behavior at the MGH Institute of Health Professions and an Associate in Social Welfare in the Department of Psychiatry at the MGH, has been at the MGH since 1980. She considers the grant "a great honor" not only for herself but for the IHP and the MGH Department of Psychiatry, which recommended her for this award. She also hopes that this research will provide information useful to community programs designed to reach children.

"As we begin to appreciate the impact of cultural diversity in people's reactions to life cycle events, events such as death must be considered as well," said Dr. Silverman. "The findings of this study are important to researchers and practitioners in the U.S., Israel, and other countries as well."

Though the increasing number of children growing up in one-parent families garners a tremendous amount of attention these days, little emphasis has been placed on learning about children



Fulbright Scholar Phyllis Silverman, PhD

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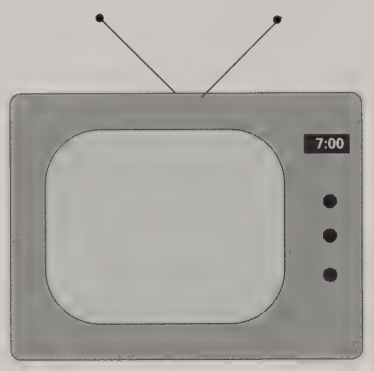
MGH's Joan Arsenault featured on *Family Works!* financial planning episode

Money. Where does it go? That was a recurring question for Assistant Director of Speech-Language Pathology Joan Arsenault and her family until they were selected to be one of three families profiled on *Family Works!*, a periodic syndicated show highlighting issues of importance to American families. Though the show is seen on 120 stations and is broadcast in markets that reach 70 percent of the nation's population, the focus for the Arsenault family was right at home, literally. They want to purchase a new house.

"We would talk about saving, but couldn't understand where our money was going," said Ms. Arsenault. "I was always intimidated by financial planning, but working on the show was great, I really enjoyed it. The people involved were really out to help, not just put on a broadcast. The first step was really figuring out priorities and setting goals." After a careful evaluation of their resources and goals, the Arsenaults, with help from their financial planner, developed a plan that will help them meet their goals. They have begun saving toward purchasing a house, are working on an estate plan, and are choosing investments in the MGH TSA (tax sheltered annuities) program.



"Most people don't have any game plan, let alone a written one. I like to tell people to listen to the sneaker commercial—just do it!" said David Caruso, a Certified Financial Planner with Peabody-based A.G. Edwards & Sons, Inc., who is working with the Arsenaults.

"TSAs, like the ones offered at the MGH, are one of the best tax shelters left in America. Most people don't even look at them, but they are worth the effort. The earlier you make a contribution, the more it can grow because interest is compounded." Ms. Arsenault, who has worked at the MGH for ten years, had never contributed to a TSA but says it will be her next step.

"The TSA program at the MGH is an excellent way to save money and supplement your retirement income," said MGH Benefits Specialist Monica Fox. "Contributions made through payroll deduction lower your current federal taxable income as well as accumulate tax free until withdrawal. Employees also have the choice of directing their contributions toward one or more investment options."

"No one likes to be on a budget, but the whole financial planning effort has actually been fun; it is not as painful as we thought," said Ms. Arsenault.

Environmental Services Employees of the Quarter

In the second year of the Environmental Services Department's employee recognition program honoring Employees of the Quarter, six employees for each of the first two quarters of 1993 were commended for their exemplary work. The criteria used to choose these top employees include: overall performance, attendance, customer service, safety on the job, teamwork, productivity, communication with peers, and job knowledge and interest.

First Quarter of 1993
Jaime Sepulveda
Eduardo Cespedes
Margarita Alvarado
Antonio Dos Anjos
Clarence Frederick
Mark Hector

Second Quarter of 1993
Alberto Luna
Dinh Tran
Pierre Verrelien
Maria Cruz
Selwyn Kerr
Valerie Bennett

Lynda Mountain, a phlebotomist from Roche Labs, draws a small sample of blood from Karlotta Fitch, Histology Technician at the MGH Alzheimer's Disease Research Center. Roche Labs and the Red Cross will test the blood to determine if Ms. Fitch might be a "match" for someone waiting for a bone marrow donor.

Free HLA testing a success

At the second free HLA screening since the MGH opened its Bone Marrow Transplant program in October of 1992, 130 people had blood samples taken for HLA testing. Information from the blood tests will become part of a registry system designed to link people who need bone marrow transplants with matching donors.

"The success of these screening days is crucial to developing a registry of potential donors extensive enough that all BMT patients are able to locate strong donor matches," said Cyndi Campbell, Bone Marrow Transplant Coordinator. "Not everyone is as lucky as Dianne (see story "Sibling sharing" on page 1) was to have a relative that matches."

Since analysis can cost $60 for each blood sample, Ms. Campbell worked to get sponsorship for this drive. She will schedule future drives when additional sponsorship is arranged.

As we all enjoy the summer and being outdoors, taking advantage of the Bulfinch lawn or some other spot on the MGH campus, it is worth noting that MGH employees are not the only ones benefiting from the great job performed by the people of the Building and Grounds Department. The following letter represents one neighbor's view.

May 6, 1993

Gregory Doyle
Supervisor, Building and Grounds
Massachusetts General Hospital
Fruit Street
Boston, MA 02114

Dear Mr. Doyle:

My compliments to you and your staff on the much improved appearance of the hospital grounds and surrounding area. I have spoken with John of your department on a few occasions, and have expressed this to him directly. John's pride in his work has made a noticeable difference.

Having both lived and worked in the area for over 30 years, I know the neighborhood very well. I also realize the formidable task of maintaining such a large facility in this heavily populated/traveled area. Also the fact that some of our homeless have found a haven on the property adds an even greater burden to this task.

I have always taken great pride in our neighborhood and am glad to see such a marked improvement. Many of my colleagues and neighbors have noticed the positive changes as well. This sets a good example for others to follow.

Once again, hats-off to John and your crew—keep up the good work!!!

Sincerely,

Michele Parham

Painting up a storm
by Ann MacDonald

Something strange was afoot in Room 821 of the Transplant Unit. Mysterious smells of oil paint. An easel visible through the door. Framed landscapes hanging on the walls.

Jim Cadarette, a 42-year-old Northbridge resident who received a new heart on April 9, became an unofficial artist-in-residence while recovering in the Transplant Unit. Mr. Cadarette first began painting in 1990 when he was disabled by cardiomyopathy—a weakening of the heart muscle. With time to spare, Mr. Cadarette took to watching a television program on painting techniques hosted by Bob Ross. Soon Mr. Cadarette took paint brush to canvas himself.

After his heart transplant operation, Mr. Cadarette met with Dr. Owen Surman, a psychiatrist who teaches techniques in self-hypnosis to help patients cope with postsurgical stress. When Mr. Cadarette mentioned that he painted, Dr. Surman suggested that he display some of his work.

One thing led to another and soon Mr. Cadarette's room resembled a crowded art gallery, with bucolic landscapes filling most of the wall space. Feeling more energetic with his new heart, Mr. Cadarette started painting up a storm and added to the collection. Word spread, and soon Mr. Cadarette—his arms often streaked with paint—was welcoming hospital staff who stopped by to see his work.

"It's like camping in a hospital," Mr. Cadarette said, gesturing towards the flowers and rural scenes in his paintings. "It's great therapy. It occupies all the down time you have."

An award for extraordinary good humor goes to staff in the Transplant Unit and Housekeeping, who tried to accommodate artistic demands as much as hospital routine—and the limits of human patience—would allow. Kudos also to Muffy Lutzin, Recreation Therapist, who brought in water paints when oils proved too messy for a hospital environment.

If you missed Mr. Cadarette's informal art show, you may still be able to see some of his paintings. He donated several to the hospital as a way of saying thank-you to its staff. Mr. Cadarette also wants to thank his medical team: Drs. Gus Vlahakes, Joren Madsen, Marc Semigran, and G. William Dec; primary care nurse Nancy Gulino, RN; cardiotransplant coordinator Sally Keck, RN; and several therapists and volunteers.

Now that Mr. Cadarette is back home, he is doing volunteer work for the Heart Transplant Association (HTA), which seeks to raise awareness of the need for organ donors. Mr. Cadarette will sell paintings in September for the benefit of the HTA at an arts and crafts fair at the Grafton Flea Market.

Jim Cadarette, a heart transplant patient and artist-in-residence at the MGH this spring, poses with his work. Owen Surman, MD, a psychiatrist who helps patients deal with postsurgical stress, suggested that Mr. Cadarette display some of his artwork during his stay in the hospital. Photo by Ann MacDonald

News from the White Building front lobby

Left to right: back, Anne Wynne-Willson, Thomas Buffum, Tom O'Donnell, Barbara Quimby, Ellie Hackett, Rosalba Theodosiou, Terry Pittaro; front, Mary White, Kathleen Contrado, Jan Blaine

Admitting Services honored for collaboration with volunteers

"The staff at the White Building lobby information desk shares space in the course of each week with 53 different men and women of all ages who volunteer on the discharge service," said Patricia Rowell, Director, Volunteer Services. "This collaborative effort most often happens with grace and style because the employees and Admitting Services leadership have welcomed volunteers and work to keep all eyes on our patients, families, and visitors in the White Building lobby."

On May 24, Kate Barker, State President of the Massachusetts Association Directors of Healthcare Volunteer Services, presented the Team Award to the MGH Admitting Services for exemplary work with volunteers.

A nurse's look at healing the pain of war

"Comfort comes from the resolution of grief and allows celebration of life," wrote Jan Blaine, RN, in the preface to her book *Without Their Boots: A Sentimental Journey to Alsace*. Most MGHers know Ms. Blaine as someone who greets people at the White Building lobby information desk. She has been a familiar face here since 1952—first as a nursing student, then as a nurse, and since 1976 through her work with Admitting Services. During Ms. Blaine's nursing career at the MGH, she learned much about pain and healing, usually the physical kind. The healing process took on a whole new dimension when she accompanied her husband on a sentimental journey to the Alsace region of France, where he served in WWII.

In 1989 Dan Blaine, along with the entire 103rd Cactus Division, received an invitation from the Friends of the Liberation to return to Alsace. Many friendships resulted from the 10-day reunion.

"The Christmas cards we received following the reunion covered our dining room table," said Ms. Blaine. "We didn't want to part with any of them, so we didn't eat in the dining room until after St. Patrick's Day."

Inspired by the reunion and prompted by the memory of her daughter Lynne's question as a fifth-grader, "Mom, why don't the history books tell what it was really like?" Ms. Blaine began to augment the memories she captured in her travel journal with anecdotes related by the soldiers and the Alsatians in their Christmas cards. Ms. Blaine will sign copies of her book, *Without Their Boots*, in the Warren Library on August 19, 11:30 am – 1 pm, four days before she and her husband leave for Chicago to attend the annual reunion of the 103rd Cactus Division. A portion of the proceeds from the sale of the book at the book signing will be donated to the Warren Library.

In General

Thomas B. Fitzpatrick, MD, and John A. Parrish, MD, were the first recipients of the National Psoriasis Foundation's (NPF) new award established to "honor people who have made a significant contribution to psoriasis or clinical research" at the annual meeting of the Society for Investigative Dermatology.

Drs. Fitzpatrick and Parrish were chosen because of their development at the MGH in 1974 of PUVA (psoralen ultraviolet A) therapy for psoriasis. "PUVA has made a dramatic difference to thousands of people with severe psoriasis and represents the most important single advance in psoriasis treatment," said Ms. Barbara Butler, President of the NPF Board of Trustees. Ms. Butler estimates that PUVA saved $57 million per year in reduced treatment costs in this country alone. Because PUVA is now largely an outpatient treatment for disabling psoriasis, reduced hospital stays lead to an even greater savings.

William E. Callahan, MD, the outgoing President of the Massachusetts Medical Society, presented a plaque to **Perry J. Culver, MD,** for "his professional excellence in advancing medical education" during the society's annual meeting in May.

Gael Uhl, MSN, RN, CS, Employee Health Service, recently received national certification as an occupational health nurse. Certification requires at least five years of experience in occupational health nursing as well as achieving a passing score on an examination involving all aspects of occupational health nursing.

Mandy Bass, MS, RN, CCRN, CNN, Transplantation Clinical Nurse Specialist, Intensive Care Nursing Service, is the first author of an article, "Novice CNS and Role Acquisition," which was recently published in *Clinical Nurse Specialist.* Ms. Bass is also the author of a section in the revised 1993 edition of the *Standards of Clinical Practice for Nephrology Nursing,* which was published by the American Nephrology Nurses Association.

...IN THE RADIOLOGY DEPARTMENT

Hirschel McGinnis, MD, has been awarded the 1993 AMA/ Burroughs Wellcome Award for outstanding leadership in community services. Dr. McGinnis was granted this award for helping to create and administer the MGH Research Apprenticeship Program and MGH-Madison Park High School Career Incentive Program over the last two years. The Research Apprenticeship Program takes academically talented students from the three Boston exam schools who have an interest in careers in science and employs them during the summer in research laboratories.

Gregory Sorenson, MD, has been granted a $25,000 Radiological Society of North America Research and Education Fund Award for his research, "Clinical Application of Functional Magnetic Resonance Imaging."

Priscilla J. Slanetz, MD, is the recipient of the American College of Radiology (ACR) J. T. Rutherford Internship Program—Government Relations Award. The internship is a paid, two-week program in Washington which exposes the recipient to a range of activities carried out by ACR departments and allows participation in meetings with members and staffs of Congress and federal regulatory agencies.

The Department of Radiology's three resident representatives to the American Association of Academic Chief Residents in Radiology (A3CR2) were chosen to be members of the 1993-94 Steering Committee. **Debra Gervais, MD**, will be the chair of the 1994 A3CR2 meeting to be held in Boston next May. **Genevieve Bennett, MD**, will be the A3CR2 representative to the American College of Radiology and will attend the September meeting in Orlando, Florida. **Domenic Zambuto, MD**, will be the A3CR2 representative to the Intersociety Commission Summit Meeting: Radiology '93 in Aspen, Colorado in August.

Ralph Weissleder, MD, PhD, presented his 1993 Resident Memorial Award paper, "A Drug System (PDH) for Interventional Radiology: Synthesis, Properties, and Efficacy," at the Annual Meeting of The Association of University Radiologists. He was the first Boston-based recipient of this major award since it was won by a former MGH resident, William Glenn, MD, in 1975.

What's Happening

Beyond ACLS

The MGH Department of Emergency Services is offering "Beyond Advanced Cardiac Life Support," an eight-hour workshop designed for nurses, paramedics, and physicians interested in reviewing the diagnosis and treatment guidelines of advanced arrhythmias, on September 8. Call Maureen Murphy at 6-7622 for registration information.

Young adult chronic pain support group forming

The American Chronic Pain Association, an international association, is establishing a Boston Chapter to help young adults cope with the effects of chronic pain in their lives.

The group's mission is to help those with chronic pain through a network of mutual support. Issues to be addressed include dealing with feelings, improving communication, and developing mechanisms to more effectively cope with chronic pain. Participants should possess a strong desire to actively help themselves and others cope with chronic pain in a positive way. For more information, call Vince Curran, Fiscal Affairs, at 266-0140.

MGH bowling team forming

Bowl with fellow MGH employees at Ryan's Family Amusement, 64 Brookline Ave., Fenway, at 5:15 pm every Thursday beginning September 9 and continuing through May. Call Linda Arini at 6-2945 or Carrie Vanish at 6-5361 for information.

Attention musicians

The Longwood Symphony Orchestra has openings for strings oboe, brass, and percussion musicians for its 1993-94 season. Open rehearsal will be Thursday, September 9, 6:30 pm in Kennedy Hall, New England Deaconess Hospital. For further information, please contact Lisa Wong, MD, at 332-7011.

"The health care needs of the homeless are surprisingly diverse," said Jim O'Connell, MD, (pictured). Dr. O'Connell, an MGH and Boston City Hospital physician who directs the citywide Boston Health Care for the Homeless Program (BHCHP), spoke at a recent BHCHP meeting at the MGH. "We found five different types of cancer in a population of 45 people."

"We are interested in hearing about as many homeless people as possible," said Michael Bierer, MD, MPH, Director of the MGH Medical Program for the Homeless. "We can help with management or tracking of both inpatients and outpatients and in disposition decisions. Call with any questions or concerns."

MGH Homeless Program—(617) 724-3729

Fulbright continued from page 1

who live with one parent because the other parent died. In the U.S. alone, this is the situation for more than 1.5 million children.

In 1965, Dr. Silverman began looking into services for widows while she was at the Laboratory of Community Psychiatry at Harvard University. She discovered that the best resource for a widow was another widow. In the following years, support groups for widows—as well as for people dealing with many other issues—became quite common. During her research Dr. Silverman recognized that very often widows did not know how to help their children, who were experiencing their own unique problems. Her current research grew out of that observation.

"This project will compare the social and emotional consequences of the death of a parent in Israeli children between the ages of 6 and 17 with those of American children of the same age at two time periods—four months and one year after the death," said Dr. Silverman. "Our purpose is to determine how different social and cultural contexts impact on the way these children deal with this death."

How the surviving parent copes, the presence or absence of an extended family, and how a child understands death are all factors in how a child will respond. According to Dr. Silverman, other factors which impact mourning are cultural. "The American tradition is Christian and influenced by Western European values; the Israeli tradition is Jewish and influenced by Eastern European and Middle Eastern traditions."

Looking at many factors should lead to a greater overall understanding of how children cope with death and, according to Dr. Silverman, "enrich our understanding of the bereavement process and hopefully enhance interventions that can benefit the children."

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

9 September 1993

A publication of the
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of Massachusetts General Hospital
Bartlett 9, Extension 6-2206

Back-to-school

As yellow school buses filled with boisterous children reappear on the roads and an onslaught of back-to-school sale advertisements pervade the media, our own summer plans come to a close. It's a good time to consider getting involved with some of the school outreach programs the MGH supports, or for that matter stretching your mind by signing up for a course or two yourself.

In keeping with its three-pronged mission—patient care, research, and teaching—the MGH believes that a well-educated, strong, and motivated workforce is key to the MGH's success. With that in mind, the MGH is committed to its Boston-area business/school partnerships intended to encourage, educate, and train students, as well as the training and development of employees here at the MGH.

Joan Arsenault, Assistant Director of Speech-Language Pathology, reviews the results of a voice analysis with a Timilty student.

"As an employer and as a teaching institution, the MGH believes it has a responsibility to be actively involved in supporting urban education," said Associate General Director Stephen Kauffman. "Whether these kids grow up to be part of our workforce or just more aware health care consumers, we will all benefit from a more educated society."

More on education and outreach at the MGH on pages 2 and 3

United Way—Anonymously yours

The scent of carnations will fill the air at the MGH on September 30 as a celebration for United Way campaign week (September 27-October 1) takes place under the Bulfinch tent. To demonstrate just how far a dollar can go, MGH employees can send flowers to other employees for just $1 each. If the recipient makes an additional $1 donation, the delivery person will reveal (with permission of course) the sender's message. It's all in fun and definitely for a good cause.

Delivering flowers is just one way of calling attention to and raising money for the United Way. For decades the MGH has supported the United Way and the more than 200 community agencies that it funds. These agencies provide community services to the homeless, children, the elderly, abused people, and a full-range of health and human services programs.

The sense of smell won't be the only sense awakened at the September 30 celebration; sweets from the second annual bake sale will entice tastebuds. In fact, if you would like to help by baking, drop off your bake sale item at the White kitchen between 8 and 9 am on September 30, or call Beth Rohan at 6-5809 for details. There will be special prizes for those who complete the United Way Maze, and displays and a brief video will illuminate United Way efforts. This also will be a great opportunity to meet agency recipients and learn first hand some of the ways contributions can help.

"This is a chance for those of us fortunate enough to have things going well for us, to share and serve," said John Nolan, Director of Parking and Commuter Services, this year's Chair of the MGH United Way Campaign Steering Committee.

The MGH hopes to encourage as many people as possible to donate by making giving easy—employees fill out pledge cards and donations are automatically deducted from their paychecks. To get the word out, each department will have at least one representative who will promote the campaign,

United Way continued on page 4

The MGH and Times Books to publish medical handbooks for patients

For anyone who has ever been seriously ill, or cared about someone who has been, the maze of related information can be daunting. The MGH recognizes the need for patients to be well informed if they are to understand their illness and navigate complicated health care choices.

In response to this patient need, the MGH and Times Books, a division of Random House Inc., have signed a contract to produce a series of six health care books for general readers.

Each book will concentrate on a particular area of concern with the aim of providing patients newly diagnosed with a condition with the information needed to participate intelligently in health care decisions. Patient participation in health care decision-making has been linked to improved recovery and better patient attitude.

Unlike other health care books, these will involve contributions from a variety of caregivers and patients. Each will incorporate the thoughts and experiences of at least one MGH physician, nurse, and social worker, as well as patients who received their care at the MGH.

"This is good news for the hospital," said J. Robert Buchanan, MD, General Director. "It's a way of providing an important public service, keeping the MGH name in the forefront of patient care, and earning a modest income which can be used to [illegible] programs vital to the future of the institution."

The initial series of MGH handbooks tentatively will cover breast cancer, prostate cancer, infertility, menopause, diabetes, and lower back pain. At the completion of those six, Times Books will have the first option to bid on publishing additional volumes.

Richard J. Kitz, MD, Chief of Anesthesiology, chairs the MGH Handbook Series Advisory Board which will oversee the books. Other committee members are: W. Gerald Austen, MD, Chief of General Surgical Services; Dr. Buchanan; John A. Parrish, MD, Chief of Dermatology; John Potts, MD, Chief,

Times Books continued page 4

Summer Sundaes

Thanks to the MGH Dietetics Department, staff and visitors had the temptation of afternoon ice cream sundaes from early August through Labor Day. For the second year, summer sundaes were sold outside the Bulfinch building. Wanda Johnson scooped the ice cream and Carleshia Johnson tops it off with whipped cream for Cheryl Pires-Taylor from the Tower Kitchen Production Off[illegible]

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The following is a partial list of the outreach programs in which the MGH participates. For more information or to get involved, call the contact people listed.

Charlestown High School Mentoring
Science students have the opportunity to explore clinical or research areas through a hospital-wide tour, and individual students are hired and matched with partners at the MGH (preferably at MGH East).
Contact: Kathy Rice, Human Resources, 6-2232

Chelsea Futures in Health Care
5th and 6th graders are linked for eight weeks with health professionals who act as role models and help expand students' interest in health and science.
Contact: Beth Beaumont, RN, MGH Community Health Centers, 108-418

Crittendon Hastings House
A new MGH program to assist unwed teen mothers in developing entry-level job skills enabling them to enter the workforce or return to finish high school as an alternative to becoming welfare recipients; teens will be placed in patient care and administrative departments.
Contact: Kathy Rice, Human Resources, 6-2232

Educational Health Presentations
Provide health-related programs in community schools, day care sites, elderly/nursing homes, and community agencies in the three areas served by the MGH Community Health Centers.
Contact: Beth Beaumont, RN, MGH Community Health Centers, 108-418

Farr Academy
Students from Farr Academy learn to develop appropriate social skills while acquiring job skills in the workplace.
Contact: Michelle Fredette, Human Resources, 6-5136

Girl Scouts of America/ Cityforce 2000
A new MGH program to help 12-18 year-old girls from Roxbury, Mattapan, and Dorchester prepare for careers in any industry.
Contact: Kathy Rice, Human Resources, 6-2232

Madison Park High School Career Incentives Program
10th-12th graders at this vocational high school spend time in inpatient and outpatient clinical settings to reinforce skills taught in school; mentor physicians and nurses are paired with students.
Contact: Hirschel McGinnis, MD, Radiology, 6-2241, beeper 1468

Outreach programs continued next pa

Roxbury Timilty School's 3rd Annual Health Fair

"I'm alert. I'm alive! I'm awake!" chanted Maureen Spencer, RN, MEd, Director, Infection Control Unit, and a Yoga and Meditation Instructor, as hundreds of 6th, 7th, and 8th graders from the Timilty Middle School in Roxbury stretched their arms above their heads and joined with her. The scene was at the 3rd Annual Health Fair, the finale of a year of activities linking the MGH in its partnership with the community school. The mind/body connection was the underlying theme of this year's Health Fair and Ms. Spencer's "Chill-Out Techniques" presentation.

In her presentation, "How your mind and body work together," Maureen Groer, RN, PhD, Director of the MGH Institute of Health Professions Nursing Program, encouraged the students to try "mind exercises"—imagining the taste of a sour ball or visualizing running and winning a race—to glimpse the powerful effect the imagination can have on the body.

"My secret to remembering about fats in food is this: in general, the more legs it has, the worse the fat is for you," said Helen Doherty, RD, Director of Dietetics, in her presentation "Make what you eat work for you." "For instance, the fat in beef, from a 4-legged cow, is worse for you than fat from a 2-legged chicken. Even better would be fat from a fish!"

Bob Johnson, MGH Police and Security, demonstrates a safety device to a Timilty Middle School student at the Safety and Prevention information table hosted by the MGH at the 3rd Annual Timilty Health Fair.

Joan Arsenault, MA, Assistant Director, Speech-Language Pathology, told the audience, "Your voice is like a fingerprint—think of how few words it takes to recognize and determine the mood of a friend calling on the phone. Your voice tells people a lot about you so it should accurately reflect your feelings." She offered some tips about speaking clearly, relaxing your voice, and taking good care of your voice and hearing.

As a farewell gift, the school presented a scrapbook to Tom Marcussen, MGH Timilty School Partnership Program Coordinator, who left the MGH this summer. Students and faculty thanked him for the work he has done over the past several years to assure the success of the partnership.

After the presentations, students visited information tables, took part in an aerobics session, and had their blood pressure checked.

"This has been a great health fair this year," said Linda Lass-Schuhmacher, RN, MEd, CHES, MGH Health Education Coordinator. "It was great to have so many MGH people take the time to do some health promotion work with the students."

Mind and body

Folklore has for time immemorial linked the mind and the body. Many Eastern and alternative medicines have incorporated that philosophy into their teachings. Recently scientific evidence has increasingly supported the belief. So while students at the Timilty Middle School in Roxbury learned about the mind/body connection from MGHers at the 3rd Annual Health Fair (see story), scientists are hard at work back in the labs gathering further support for the theory.

Researchers at the MGH and the University of Pennsylvania have discovered strong physical evidence for a mind/body connection in skin disorders. Scientists have found that nerves in the skin's upper layer produce a substance which regulates the function of immune cells lying nearby.

"This is a mechanism that could explain how the nervous system might influence immunity in the skin," said Dr. Richard Granstein, an MGH dermatologist who is senior author of a paper published in the May 13 issue of the scientific journal *Nature*.

In skin disorders, the evidence of a mind/body connection is often quite visible. The flaky skin and itchiness associated with psoriasis, for instance, reportedly may worsen when a person becomes anxious. It has been reported that patients who are lonely, pessimistic, or under stress may become sicker than those who are social, optimistic, and relaxed.

"We don't have direct evidence for a mind/body connection in skin disorders," Dr. Granstein said. "But [the results of our study provide] very strong circumstantial evidence for an interaction between the nervous system and the immune system in the skin."

In addition to Dr. Granstein, other authors on the paper were Drs. Junichi Hosoi (first author), Ethan A. Lerner, Stephen Grabbe, and Akihiko Asahina of the MGH, and George Murphy and Christine L. Egan of the University of Pennsylvania.

The environment and you

When Environmental Scientists talk about air pollution, they talk in terms of millions of tons of pollutants. It is not easy to relate such figures to the smoke that comes out of your chimney or the exhaust coming out of your car. But even small sources of pollution, when added to hundreds or thousands of other small sources, harm the environment and are dangerous to your health.

You can make a difference. Learn how to reduce pollution and conserve resources at home and at work. Employee Health Service, Parking and Commuter Services, Police and Security, Respiratory Care, Cardio-Pulmonary Physical Therapy, and the Department of Nursing, have joined forces to create an educational exhibit. Air pollution control is everybody's business.

So visit the exhibit and bring your hospital ID badge to register to win. A drawing for gifts will take place at 3 pm on Thursday, September 22. You do not have to be present to win but you must have entered, so visit the exhibit and put in your name.

• Visit the exhibit •

Wednesday, September 22 from 11 am to 2 pm at CNY at the turn around on 13th Street (next to the garage across from Building 149)

Thursday, September 23 from 10 am to 3 pm under the Bulfinch tent

Project ProTech

Scott Reynolds, a Project ProTech student in the Radiology Department, was featured on a television special, "NBC Brokaw Report: The Lost Generation," which addressed the plight of 18-30 year-olds striving to build economic security. Mr. Reynolds, a participant in the Boston Private Industry Council's (BPIC) program linking Boston-area students with the medical community, is training for a career in health care.

"As Scott mentioned on the show, when he first came to the MGH he was shy and kept to himself," said Kathy Rice, Assistant Director of Human Resources, who has worked with the BPIC to place students here at the MGH. "The change in Scott has been very noticeable—he is much more social, confident, enthusiastic, and directed on his future goals. This past June all of MGH's Project ProTech seniors were accepted at local colleges and awarded scholarships ranging from $1000 to $19,000."

The MGH has welcomed Project ProTech students since the program's inception in 1991. Students spend their sophomore and junior years of high school combining scholastic work with hands-on experience and continue in the program until they earn a college degree. Currently 30 students each year train for careers in health care at MGH as part of the Project ProTech program.

Creativity in the Clinics building

A photo capturing President Clinton eating pastry at a local North End bakery was one of the highlights of the 2nd Annual Medical Records Art Show. The presidential photo, by Pat Atwood, was just one of the pieces illustrating the creativity of many department employees. Work running the gamut from a wire sculpture of a rabbit to hand-made clothes was displayed in the Clinics basement for several weeks this summer.

"A lot of the employees think it's nice to see a different side of their coworkers. They really seem to enjoy it," said Record Control Center Manager Jennifer Curley, who coordinates the department newsletter *Off the Record*. "We even had an 'opening' reception one Friday afternoon."

Displayed art work included photographs by Pat Atwood, Ginny Richmond, Clark Ewer, Cathy Morancie, and Ken Morrison, who also displayed his silk screen and water color and ink work; clothing made by Rosalba Theodosiou and Marcelle Nicolose; poetry by Randy Patterson; and wire sculptures by Robert Dowd, who along with Mary Lahey, Director, displayed pencil drawings.

Students from the most recent Adult Diploma Program pose with their diplomas at the graduation ceremony. Left to right: back, Caroline Liburd, Yves Bourjolly, SCALE instructor Linda Busker; front, Susan Jones, Huy Nguyen, Leslie Fairbanks of SCALE, Marie Edelyne Jacobs, Althea Jackson. Students not pictured: Guerda Desrouleaux, Eleni Livieratos, Marie Messamour, Joseph Mooltrey, Celianne Remy, Robert Ribeiro, and Albertha Thomas.

Adult Diploma Program

Here on the MGH campus, the Training and Organizational Development Office is gearing up for the start of the 93-94 Adult Diploma Program. This high school diploma program is designed to develop the educational and professional skills of MGH employees for more effective job performance. The progressive format encourages independent learning by replacing traditional classroom sessions with twice-weekly meetings with instructors. At each meeting "tasks" are assigned that relate to actual life experiences, such as writing a resume or measuring the area of a room.

Over the course of the program, students complete a series of 64 tasks at their own pace. Upon completion, they receive a high school diploma from the Somerville Public School Department through the SCALE (Somerville Center for Adult Learning Experiences) program. Because students come to the program from a variety of skill levels and each student has his or her own work and family commitments, the ability to work at an individual pace is a significant plus.

"The program has really inspired me to take advantage of all the benefits that a good education has to offer," said this year's graduation student speaker, Marie Edelyne Jacob, who has worked as a Unit Assistant in the Respiratory Intensive Care Unit since 1990. In her address, Ms. Jacob spoke about her MGH mentor, Evelyn Malkin, MSW, LICSW, who "encouraged me to enroll in this program and pushed me to achieve my goal." Ms. Jacobs plans to continue her education and enroll in an LPN program in the fall of 1994. "I have accomplished what I have been dreaming about. I encourage other employees to join the program," said Ms. Jacobs.

For information on all of the upcoming Training and Organizational Development offerings, call the office at 6-2230 or look in the new Fall/Winter Training Opportunities and Resources catalog. To find out more about the Adult Diploma Program call Lisa Gregory at 6-2230.

Art work was displayed this summer at the 2nd Annual Medical Records Art Show.

Outreach programs continued

Minority Research Apprentice Program (RAP)
11th and 12th graders from Boston's three exam schools and minority teachers learn about research labs and are encouraged to pursue careers in biomedical research, science, and medicine via hands-on research under close supervision.
Contact: Winfred Williams, MD, Office of Minority Health Professions, 4-3831

Project ProTech
A youth apprenticeship program which helps high school juniors and seniors prepare for careers in health care in a variety of ways, from providing one-hour lectures to creating two-week mentoring relationships. Mentorships may continue during students' college experience.
Contact: Michelle Fredette, Human Resources, 6-5136

Roxbury Timilty Middle School
Science Fair Mentor Program—MGHers from a variety of departments form a close mentoring relationship with middle school students while they develop a science fair project over six months.

Explorers Program—Volunteers help students make the important connection between their studies and job responsibilities they may want to pursue by allowing students to observe employees at their worksites.

Science Connection—This new program will complement the Science Fair Mentor Program by providing continuity in the business-to-school partnership. It is designed to link high school students who have demonstrated an aptitude and interest in science or math with MGH mentors for advanced science projects during high school, grades 9 to 12. The program will provide students with role models and adult support over the difficult adolescent years and encourage academic growth and career potential.

Other programs in the MGH-Timilty School Partnership are: Speakers Bureau, Math Connections for Proper Nutrition, Promising Pen-Pals, Child Psych Support Services, Annual Health Fair, Research Advisory Committee, and Summer Citycamp.

Contact: Stephen Kauffman, Associate General Director, 6-8626

Times Books continued from page 1

General Medical Services; and Martin S. Bander, Director of News and Public Affairs.

Times Books and the MGH will hire writers to work with the MGH team, and Times Books Senior Editor Elizabeth Rapoport will edit the series. Mr. Bander will coordinate the project for the MGH. The Palmer and Dodge Agency—with Jill Kneerim, Managing Director, and Ike Williams, Chief Legal Counsel—is the hospital's literary agent for the series.

"MGHers author a number of books, but almost all are for professional colleagues," said Mr. Bander. "This will be a real opportunity for the hospital to assist potentially hundreds of thousands of patients wanting expert advice at a time of need. It took a combined effort on the part of the committee headed by Dr. Kitz, the MGH administration, the Legal Department, and the experience of Palmer and Dodge to achieve this objective."

MGH Comprehensive Breast Health Center makes strides

An MGH team is forming for the "Making Strides Against Breast Cancer" move-a-long-athon, which takes place on Sunday, September 26. Participants will collect contributions from sponsors to benefit the American Cancer Society. So lace up your sneakers, rev up your rollerblades, or join us in your wheelchair for the five-mile sojourn along the Charles River.

The MGH Comprehensive Breast Health Center, which recently opened its doors at Zero Emerson Place, has more information about the event. The Center is also eager to share news about its services.

For more information, contact center administrator, Gail Arbuthnot, MPA/H, at 6-9200 or stop by the "Making Strides Against Breast Cancer" information table in the WACC lobby on Monday, September 13, 11 am-1 pm.

Outside the MGH Comprehensive Breast Health Center Gail Arbuthnot, MGH Coordinator for "Making Strides Against Breast Cancer," models the event T-shirt. Ms. Arbuthnot and her co-workers from the center—left to right, Mimi Robicheau, Education Coordinator; Judith Diehl, RN, MS; and Arthur Comegno, MS, Surgical Associate and Data Manager—will recruit MGH employees to join the MGH Team on September 26.

United Way continued from page 1

answer questions, and distribute and collect pledge cards. To prepare these representatives, the MGH United Way Training Committee will hold a special training session and lunch on September 21.

Unique to this year's campaign are the "Team Tours." On Monday, September 27, Tuesday September 28, and Wednesday, September 29, team tours will visit targeted inpatient units and specified department staff sessions. Each team will bring a cart full of information and brochures about this year's campaign and the various agencies who benefit from contributions to the United Way. Departments or floors interested in having a tour visit should contact Leah at 6-3568.

The United Way agencies are not necessarily the only ones to benefit from our fundraising efforts. Through the "Partners in Sharing, Partners in Caring" program, the MGH could benefit if hospital giving exceeds last year's total by four percent. For instance, In 1991 MGHers raised $211,335 and received almost $42,000 back for MGH programs in need of funding.

The impact of contributions to the United Way is magnified by programs that access funds to match donations. And United Way fundraising expenses are kept low, ensuring that from 85 to 90 percent of the money donated goes directly to people in need. During these tough times giving may be harder than ever, but the need is greater than ever too.

What's Happening

MGH is top hospital at AIDS Walk
Despite the cool, rainy weather, MGHers pulled together on June 6 for the AIDS Action Committee pledge walk, "From All Walks of Life." MGHers walked and raised more than $27,000 for AIDS education and care. Once again the MGH was one of the top teams out of 950 corporate teams and the top hospital team. Congratulations and thanks to all of the walkers and to all of you whose pledges kept the MGH in the number one spot.

"Fueling the Active Person"
This September 23 course, sponsored by the MGH Nutrition Services, will provide nutrition information through a blend of lectures and product demonstrations. Call 6-2779 to register by September 16; there is a $15 charge.

Employees Have Children Too!
The Employee Assistance Program will kick off its work/family lunchtime seminars this Fall with "Ages and Stages: Looking at Child Development." Paula Rauch, MD, MGH Child Psychiatry, is the presenter on September 17, 11:45 am-1 pm. For more information call 6-6976.

"Winning at the Losing Game"
The holidays are just around the corner, and to many of us that may trigger overeating. September is the perfect time to make a commitment to learning new eating and exercise habits. Find out how to regulate your eating based on your body's needs, learn about nutrition, and choose an exercise program based on what you like to do. The MGH Nutrition Services is offering a 12-week program that includes behavior modification, nutrition, and exercise sessions. The next program begins on September 21 from 5-8 pm. Enrollment is limited, so call 6-2779 now to enroll, or stop by the WACC 612 office to pick up a registration form.

Pediatric Group Practice extends hours
To make it a little easier for ambulatory patients to come to the MGH, the Pediatric Group Practice (general medicine) of the MGH Pediatric Ambulatory Care Division has extended its hours. On Saturday, September 4, the WACC 715 office opened from 9 am-noon for the first of its twice-monthly Saturday office hours. Beginning September 15, the office will be open until 7 pm on Wednesdays.

Memorial Service
The Department of Radiology and the MGH community lost a dear friend of long standing. Helen Zingarelli, a faithful 50-year employee who had recently retired, passed away on July 23, 1993. In her honor, a Memorial Service will be held in the MGH Chapel on September 22, 1993, at 10 am. All of Ms. Zingarelli's friends and co-workers are welcome.

Advanced cardiac life support provider course
This two-day course, sponsored by the Department of Emergency Services, will meet October 18 and 20, from 9 am-5 pm. Call Maureen at 6-7622 to register.

Scenic softball
Alongside the Charles River this summer, two teams battled it out on the softball field. Cystic fibrosis patients and staff and their families from the MGH and Children's Hospital gathered for the game. Although Kon-Taik Khaw, MD, Associate Director of the MGH Cystic Fibrosis Unit, did not play, his presence was crucial: he was in charge of the barbecue. For the MGH team, Sean Leachman (who received a double lung transplant at the MGH in August 1992) and Joe Tirruso pitched a close game, yet Children's squeaked by with one extra run. But not to worry, a rematch is being planned for late September.

Spaulding Pediatric Walk-a-thon
Spaulding Rehabilitation Hospital will hold its Eighth Annual Walk-a-thon on Saturday, September 18 at 10 am, to benefit the Spaulding Pediatric Unit. Honorary sponsors include M. L. Carr, John Havlicek, Bobby Orr, and Jerry Remy. These "Good Sports of Boston" will donate autographed memorabilia for special drawings on Walk-a-thon day. Pediatric patients will join with medical staff and friends of Spaulding for a tour of the Esplanade. For information on sponsoring a patient or joining the walkers, call Ann Kramer at 720-6645.

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

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Proud new parents Kevin and Shiobian Kelly pictured with their newborn baby Matthew

We *do* deliver babies

"We don't deliver babies here," Kevin Kelly was told upon his arrival at the MGH on August 19. Having just rushed from a client in New Jersey, flown to Boston, and journeyed from Logan Airport to the MGH White building, he responded: "You did today!" It didn't take long before the news spread to all corners of the MGH campus.

"When our family and friends called the main number here and asked for maternity, the people who answered the phone would say 'Oh, you mean the woman from New Jersey,'" relays new mom Shiobian Kelly.

Matthew Ryan Kelly, 16 inches long, weighing in at 3 pounds and

Babies continued on page 2

A Nurse Who Remembers It Hurts

by Suzanne McGrady

Excerpted with permission from the *Beacon Hill News*

The outpatient oncology ward at the MGH is finding new ways to make chemotherapy treatments more bearable, and nurse Nancy Schaeffer may be their best discovery.

It's reading time. Nancy Schaeffer, RN, is with a patient, perusing the soft white of his inner forearm, picking out a place to administer his chemotherapy through an intravenous tube. She rubs and lightly taps the outstretched limb. "I'm hunting," she says. "Sorry for the shopping." The man hardly seems to mind, looking at her with the sort of unaffected eyes that have been through this many times before. When Schaeffer finally finds a spot she likes, she implants the syringe. "Ouch," she says. "I'm sorry."

When Nancy Schaeffer walks down the narrow corridors of the hospital, she lets everyone walk in

Nancy Schaeffer, RN, from Cox 2 was featured in a local newspaper story

front of her, steps aside when someone else needs more room, and holds open more doors than a doting boyfriend. Most of all, Schaeffer remembers what those of us who live in Boston can easily forget: That "coming to the city" for many doesn't mean shopping or Fenway; it means waiting to see doctors, getting prodded and poked. It means fighting for life.

"I think of myself in their position," Schaeffer, 41, says of her patients. "I think, 'How would I feel if some cold fish came in here?' " After twenty years of nursing what's come clear to her, too, is that her patients aren't looking for someone superhuman. "They don't mind if you miss with the needle once in a while," she says. "That's not a big deal. What they want to know is that you're there for them. What they want to know is that you care."

Cox 2, the MGH outpatient chemotherapy ward, where Schaeffer works, is a place that shatters preconceptions. In a place designed to serve people with a chronic disease, there is nothing here to nourish defeat or cynicism. "And I don't think it's so much the facility itself as it is the staff," says Joanne LaFrancesca, RN, a clinical unit nurse leader and Schaeffer's supervisor. Yes, there's music and there are Impressionist paintings on

A nurse who remembers continued on page 2

MGH leads in research, treatment of rare genetic disease

by Susan R. McGreevey

Until recently, there wasn't much that could be done for people with Gaucher disease. No treatment addressed the root cause of this rare inherited condition.

Patients with Gaucher have a defect in the gene (a unit of inheritance) for a special protein called an enzyme. This enzyme breaks down a fatty substance in worn-out red blood cells. Without enough enzyme, the substance accumulates in certain immune cells called macrophages, transforming them into "Gaucher cells." These cells are stored in three organs—the spleen, liver, and bone marrow—where they produce a variety of symptoms (see box on page 4).

Gaucher patients inherit two defective genes, one from each parent. Those with only one defective gene are carriers, but are not affected. The gene defect is found more frequently in Jews of Eastern European (Ashkenazi) ancestry, but the disease can occur in almost any ethnic group.

One mystery about Gaucher is how differently it affects patients. Symptoms can appear at any age. Some people lead quite normal lives; others have serious symptoms that sap their energy, restrict their mobility, and may threaten their lives.

Traditionally, physicians could only treat the symptoms—replacing blood products, giving antibiotics for infections, surgically repairing damaged bones. But in 1991 a special form of the missing enzyme became available. Initial patient

Dr. Dennis Norman's colleagues in the Gaucher's disease study include Dr. Katherine Sims, left, Dr. Priscilla Short, center, codirectors of the MGH Neurogenetics Clinic; and Catherine Bove, RN, MEd, nurse specialist. Photo by Susan R. McGreevey

tests of this drug, alglucerase (Ceredase), were conducted by Henry Mankin, MD, MGH Chief of Orthopaedics, and his colleague Samuel Doppelt, MD.

While not a cure for the disease, the enzyme effectively reverses its symptoms. Therapy is not a simple prospect, however. The drug must be given by intravenous infusion, usually in a hospital, every two or three weeks. In addition it is extremely expensive. The manufacturer, Genzyme, helps patients obtain insurance coverage and, as a last resort, may provide the drug free of charge.

At the MGH, a regional center for Gaucher treatment, researchers have started to measure the disease's effect on patients' daily lives and to document changes produced by treatment. Dennis Norman, EdD, MGH Chief of Psychology and principal investigator of the study, noted, "This is the first time we've done such a study when a successful treatment was available. It offers a unique opportunity to document both the medical benefits of treatment and the impact on patients' quality of life."

Dr. Norman's colleagues in the

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3.5 ounces, was born two months before his Halloween due date, at 11:02 am in the MGH Emergency Department. He was "a warm up for MGH," says Mrs. Kelly, referring to the hospital's plans to begin caring for expectant moms in the spring of 1994 and begin delivering babies, officially, late in 1994.

A rapid series of unexpected events brought the Kellys to the MGH. On a business trip to her company's Cambridge location, Mrs. Kelly, a software support engineer, began "feeling funny" one morning. Attributing her symptoms to the ice cream she ate late the night before, she went about her morning. But not long after, she excused herself from a meeting and called her doctor in New Jersey. When she told him the closest hospital was the MGH, he said, "It is an excellent hospital. Go there."

Minutes later Mrs. Kelly—accompanied by the Cambridge company's office manager, Rosemary Arthur—arrived by taxi at the MGH Emergency Department. "I still didn't really realize that I actually was going to have this baby, but I think Rosemary knew," said Mrs. Kelly.

Once up in the MGH Gynecology Clinic, it became clear to Allison Weidner, MD, that Mrs. Kelly was going to have the baby soon. Arrangements for transfer to a hospital with a maternity ward were thwarted when a final check before transport revealed that she would deliver within minutes.

"I was in a room in the Emergency Department surrounded by what must have been one hundred people, so I wasn't afraid," said Mrs. Kelly. "I felt comfortable because everyone was so nice. I was special because Mass General doesn't deliver babies. I wasn't just like everybody else."

Since her Lamaze classes were not to begin until September, Mrs. Kelly relied heavily on the coaching of the nurses and doctors at her side. Very quickly she delivered baby Matthew to a crowd of happy MGHers.

Despite his premature arrival, Matthew is doing well in the MGH Neonatal Intensive Care Unit on Ellison 3, said David Marby, MD, his primary care physician.

Though at first the Kellys considered transferring Matthew to a New Jersey hospital so that he could be close to home, they later changed their minds.

"He is getting such good care here that we want him to stay at Mass General as long as he needs to be in a hospital," said Mr. Kelly. "Matthew's primary nurse, Bernadette Riley, RN, has been great about explaining what all of the IVs and other lines are."

To save up their leave time from work for when Matthew gets home, Mrs. Kelly will continue to work out of her company's Cambridge location, and Mr. Kelly will come to Boston each weekend.

October is Domestic Violence Awareness Month

The dramatic increase of violence within personal relationships has received considerable coverage in recent months. Despite this focused media attention, the number and severity of incidents of domestic violence continue to rise at an alarming rate. As part of an ongoing response to this epidemic, the MGH Domestic Violence Task Force (DVTF) is planning a series of events throughout the hospital during October to heighten awareness of this problem and to offer information and resources.

Speakers on specific issues of domestic violence will be scheduled for lunchtime seminars throughout the month. Barbara Herbert, MD, a physician in the Boston City Hospital Emergency Room, will talk about ways caregivers can "Ask the Question" about domestic violence on October 6, 11:30 am-1:30 pm, in the Walcott Rooms. Immediate Past President of the Massachusetts Medical Society William Callahan, MD, will speak on domestic violence in the Wellman conference room on October 27, noon-1 pm. Other speakers will be scheduled, including one for the CNY campus. Also, videos and discussion groups will be scheduled for lunchtime and early evening hours at both the main campus and CNY.

A week-long hotline number will be available for anyone within the MGH community who would like to obtain information anonymously. An information table with a wide-range of resource material on domestic violence is planned for both the Security Safety Fair on October 6 and will be scheduled for the ACC lobby on another date.

A group of MGH staff and friends will join together for the 2nd Annual Jane Doe Safety Fund Walk on Sunday, October 17, at the Hatch Shell. Sign-up pledge sheets will be available at the information tables and at other scheduled events throughout the month.

Posters displayed throughout the main and CNY campuses will highlight the October events. For more information contact the DVTF co-chairs Susan Malloy-Robinson, LICSW, 4-5755 or Susan Lockett, LICSW, 4-4355.

A nurse who remembers continued from page 1

the wall; but, LaFrancesca says, the people who work here are what make the place welcoming. "They know the emotional issues that accompany this disease. No, they can't make the patient's circumstances go away, but they can make them bearable."

Most people would say these cancer patients deserve to be a little sullen now and again. And even the nurses find their good humor surprising. "The way they deal with hard situations is amazing," says Schaeffer, "I would think we'd see more anger than we do."

Even an essay written by a patient and hung on the bulletin board in the lobby speaks of courage and spirit. "I don't like to be too reflective," it reads. "It can make me start feeling sorry for myself. This world doesn't need another complainer."

If you come here, you see an older man, Joe, arrive for his hour-long chemo treatment bearing a box of doughnuts for the staff, and ready to tell his latest joke.

Along with the cheerful demeanor of many patients, chemotherapy treatment these days also defies the common notions. "Things have really changed," says Schaeffer, "People come in and they're so terrified. They think chemotherapy automatically equals being violently ill. When you tell them some of the chemotherapy drugs have relatively few side effects, they look at you like you're crazy."

In fact, a drug called Zofran now helps prevent nausea in many cases. It is administered intravenously before the chemotherapy drugs. Not all chemotherapy drugs cause balding either. Schaeffer says that's another major concern, especially with females. "Some women tell me that they'd rather vomit for a week than lose their hair," she says, "and I think I agree."

In the afternoon, Schaeffer returns from a quick lunch and strides back into the waiting area. A sweet-looking older woman wearing a lime-green sweater and black knit pants gets up when she sees her coming. The patient has a contented look, like she's just been sitting humming a song. Her name is June. "Hey Sunshine!" Schaeffer greets her, bending a chivalrous arm at her side to help her to a treatment room. While Schaeffer tears open a sack of chemo and hangs it on a pole, June settles into a chair and chats. There is only a small hint of frustration in her voice, "The thing I hate most about this," she say, straightening out her sweater, "is not getting dressed up to go to work."

Schaeffer tells her she looks great. Turns out the nurse knows June pretty well—knows she has children, a home health aide, arthritis. "Oh, thanks to my kids, I've been blessed," June says, but isn't allowed to gush for too long before Schaeffer tells her, "Well they have been, too. Apples don't fall far from the tree, you know."

June sings Schaeffer's praises when the nurse walks out of the room. "She's very caring. It makes it so much easier," says June. "And you saw—you can't give her a compliment without her bouncing it back to you." That kind of personality suits June just fine. "I'm kind of upbeat, you know? So I wouldn't want someone who was a drudge."

Schaeffer walks back in tenderly, like she's interrupting. It's obvious having people talk about her makes her nervous. She flashes an awe-shucks smile with deep dimples. Then keeps working.

Seeing the ease with which Schaeffer settles into her routine, moves from room to room administering the chemotherapy, it's easy to forget that no one is born this cool, no one has *never* gotten queasy. Schaeffer, too, has stories to tell about the early days.

Just out of high school, she spent her first three years of nurse training at Presbyterian Hospital in Philadelphia. She describes being scared at first, working in a cardiac care unit with people with fresh heart attacks. That was when deep incisions were made on the inside joint of the elbow for catheterization. "I remember seeing the fat and blood vessels, and almost fainting," she says, "There was a lot of blood. The doctor told me I might want to leave the room for a moment. I suppose I was as white as a ghost."

And, of course, there is always that first harrowing experience confronting death. It was a man, Schaeffer recalls, and the nurses had had to put him on a stretcher with a sheet up to his chin and wheel him into a conference room until his family could get there. "I remember just wanting more than anything for

A nurse who remembers continued on page 4

IHP runs clinic at Chelsea Soldiers Home

Institute of Health Professions (IHP) graduate nursing students specializing in gerontology hit the road recently and visited the Chelsea Soldiers Home. As part of their physical exam training, eight students ran a free clinic to examine and irrigate residents' ears, which are a troublesome area for many elderly people. This clinic was one of a series of community projects that are part of the nursing students' training.

IHP graduate nursing student Liz Goettel, left, irrigates the ear of a Chelsea Soldiers Home resident at a recent free clinic. Barbara Roberge, a member of the IHP faculty and a gerontology Clinical Nurse Specialist at the MGH, observes.

Radiology exam scheduling now more centralized

An overall simplification of radiology exam scheduling is underway as part of Radiology's commitment to improving service. Now the majority of radiology exams can be scheduled by dialing one central number, 724-9729 (724-XRAY). This is a vast improvement over the previous system which linked many different numbers to many separate radiology areas.

To accommodate this change, the Radiology Scheduler's job has been redesigned. On June 29, 23 employees celebrated the completion of a month-long competency-based training program and received the new title of Radiology Service Representatives.

"We in Radiology are very excited about this three-phase initiative and know it will allow for a more dedicated scheduling staff and a less harried patient reception function," said Klara Sztucinski, Director, Quality Management, Department of Radiology.

The new centralized function, located for the time being in the White 2 scheduling office, will handle requisitions and calls that previously were directed to White 2, ACC 2, ACC 5, Ellison 2, Breast Imaging (Mammography Center), and Inpatient MRI (Ellison 2).

Radiology Service Representatives, who completed the Radiology Department training program designed to centralize radiology exam scheduling, at their graduation ceremony.

"You have more knowledge and capabilities now that you have completed this intense training course, which will help you better serve patients," said James H. Thrall, MD, Radiologist-in-Chief, to the graduates. "I am very proud of all of the hard work you have done, and you should be as well."

Graduates of the training program: Diane Collins, Nancy Doyle, Deborah Habunek, Sandra Harris, Ellen Hoover, Milena Horak, Susan Janes, Mary Kilty, Laureston Layne, Theresa Leone, Alice Luongo, June Lyle, Marianne Miller-Lacey, Deborah Mills, Ruth Mills, Marion Pearce, Lillian Regan, Mary Roy, Margaret Sindoris, Elaine Strousky, Lillie Tabb, Eileen Walsh, Jean Winters.

Part-time employees who graduated from an abbreviated version of the training program: Mavis Carroll, Connie Enochs, Michelle Garcia, and Steven Yawnick.

What's Happening

Employees Have Children Too!
The Employee Assistance Program offers two more work/family lunchtime seminars: "Things That Kids Do That Drive Us Nuts: Understanding Motivation and Behavior" on October 1, and "I Can Do It Myself: Fostering Independence and Responsibility" on October 15. For more information call 6-6976.

DIALOGUES begin
The Friends of the MGH Cancer Center and the MGH Cancer Affairs Committee will present the first of their 1993-94 information series, DIALOGUES, on Wednesday, October 20, at 6 pm in the Walcott Conference Rooms. The topic will be "Cancer Truths vs. Old Wives' Tales—Vintage 1993." Henry Mankin, MD, Chief of Orthopædic Surgery Service, will moderate a panel of experts. Everyone is welcome! For reservations, please call the Friends of the MGH Cancer Center at 6-1063.

Breast cancer study
October is Breast Cancer Awareness Month. The MGH Comprehensive Breast Health Center, which recently opened its doors at Zero Emerson Place, offers a range of services to patients and is coordinating a number of studies related to breast cancer and its treatment. One study will evaluate whether images provided by MRI or PET scans can supplement the diagnostic information provided by mammograms. Women who are scheduled to undergo diagnostic biopsies are eligible to participate in the study, which is coordinated by Carol Hulka, MD. For more information about this study and others, call the Comprehensive Breast Health Center administrator, Gail Arbuthnot at 726-9200.

Nutrition Series
The MGH Nutrition Services will continue its educational courses in October:
"Vegetarian Nutrition I: Transition to Vegetarianism"—for those interested in eating less animal protein but unsure how to maintain good nutrition
October 7, 6-7:30 pm. Register by September 30.

"Skimming the Fat"—for those interested in making changes in their diet to lower their fat intake
October 21, 6-7:30 pm. Register by October 14.

Both courses provide information through lectures, cooking demonstrations, and food tasting. Call 6-2779 to register.

Security Fair
The Police and Security Department is in the final stages of planning its 3rd Annual Security Fair, which will be held on Wednesday, October 6, from 11 am- 6 pm.

Several law enforcement agencies, product vendors, and other hospital departments, will be displaying material and products for the personal protection and safety of employees. Some participating departments are: Parking and Commuter Services, Buildings and Grounds, and the Employee Assistance program. Also, Employee Health will show a 12-minute video on "How Not To Be a Victim" and the Safety Department will be displaying information on smoke and fire alarms.

Meet members of the MGH Police and Security Department, along with McGruff the Crime Dog, and learn some valuable information about your own personal safety.

United Way Campaign Week
This week the MGH celebrates United Way Campaign efforts throughout the hospital. Get information from your department representative or visit the events under the Bulfinch tent on September 30.

MGH bone marrow transplant patient reaches milestone

Rafael Rivera got a thumbs up at his checkup 100 days after his bone marrow transplant (BMT). He is the first patient to receive a BMT at the MGH since the opening last October of the BMT program, directed by Thomas Spitzer, MD. Mr. Rivera is shown with some of the members of the MGH BMT program. Left to right: Cathleen Poliquin, RN, Clinical Specialist; Cindy Stageman, RN; Cyndi Campbell, Patient Coordinator; Rafael Rivera; Dr. Thomas Spitzer; Dr. Ed Dow; and Dr. Steve McAfee.

Rare genetic disease continued from page 1

study include Katherine Sims, MD, and Priscilla Short, MD, codirectors of the MGH Neurogenetics Clinic; Catherine Bove, RN, MEd, nurse specialist; Mark Korsen, MD, hematologist; and Bruce Masek, PhD, child psychologist. In addition to enrolling known Gaucher patients, the team will screen family members of patients to find others who may be affected but not yet diagnosed.

While it appears that most people with active Gaucher symptoms can benefit from enzyme replacement, it often takes some time to convince patients to embark on therapy.

"Many of our patients are really overachievers who have lived their lives by denying how seriously they were affected," Ms. Bove explained. "That's understandable when you know you have an untreatable disease, but it can interfere with making the decision to get treatment. It's not until they've been on the medication for awhile and start feeling better that they're ready to make the commitment to what we think will be lifelong treatment."

People seeking more information about Gaucher disease and the MGH study should call Catherine Bove, RN, at (617) 732-9329.

Gaucher Symptoms May Be Unrecognized

The gene defect underlying Gaucher disease is present throughout life, but symptoms can appear at any time from infancy to old age. Symptoms may be mild or very serious, and physicians unfamiliar with the disease may attribute them to another illness. Following are some symptoms resulting from infiltration of "Gaucher cells" into the organs.

Spleen
- swollen abdomen
- fatigue
- anemia (low red blood cell count)
- uncontrolled bleeding (low platelet count)
- infections (low white blood cell count)

Liver
- swollen abdomen
- cirrhosis (rare)

Bones
- low levels of blood cells
- bone pain
- thin, fragile, or deformed bones
- fractures
- infection or death of bony tissue

A nurse who remembers continued from page 2

the body to be taken away, just taken away," she says. "That night I didn't sleep at all. I just kept imagining the man's face over and over."

Presbyterian had its share of hard lessons—and hard teachers. Remembering the elderly woman who served as the director of nursing there Schaeffer says, "When she walked into a room, it was like God walked in." It made the students straighten up. But she offered some advice about getting into nursing that Schaeffer says she never forgets. "She told us, 'If you don't like healthy people, you sure as heck won't like sick people."

When she left another community hospital in Philadelphia, she says, "Young men were dying of heart disease [who] shouldn't have been dying." She remembers seeing a doctor casually walk out of a room with an EKG strip in his hand, "when it was clear from the sound on the monitor that the patient was in serious distress." Coming to the MGH made her realize how much better physician care could really be.

Schaeffer's first job at the MGH was in a surgical unit and it was there that she met some of the patients who became most dear to her, people she counts among her true friends. It's clear Schaeffer inspires affection. A woman who was treated for breast cancer and has season tickets to the Celtics hooks her up with tickets every once and a while. Another patient sends her a pair for Fenway.

In her twenty years of nursing she's only gone to two wakes. One was for a man who had colon cancer. He lived for a year with it, receiving chemotherapy every week. "He was just a real sweetheart," remembers Schaeffer. "One other nurse and I used to write him poems. He loved poems."

You get the feeling Schaeffer has reached that point in her life where satisfaction finally comes, but that she's still open to unexpected joys and surprises. She is single and has no children. "Not that I wouldn't like that," she confides, "but for now this is what I have, and that's O.K."

It fits Schaeffer's personality that she is very active in her off-work hours. Besides serving on the American Cancer Society's board of directors, on Tuesday nights she plays in an MGH basketball league in Jamaica Plain; Mondays and Thursdays she takes classes toward an advanced degree at the MGH Institute of Health Professions that will make her a clinical nurse specialist in oncology. She will be learning about her profession, but as her supervisor tells it, there's one thing she's got down pat.

"Knowing the drugs, how the treatments are administered—that's a given, that's what you have to know to work here," says LaFrancesca, speculating on Schaeffer's winning ways. "The other stuff, the things that really get these patients through, you can't teach that."

Nancy Schaeffer was just born with it.

Jason Lamarre celebrated his 16th birthday at the MGH while awaiting heart transplantation. He had been diagnosed 18 months before with cardiomyopathy—a disease of the heart muscle. The wait for a donated heart proved too long for Jason, who died on June 26. The following is a letter sent by Nancy Lamarre, Jason's mother.

July 7, 1993

To the Entire Staff on Ellison 18,

THANK YOU are two words that are spoken often, but today those words take on a new meaning for me. I will try to express the feeling I have in my heart when I think of the 18th floor.

Jason and I met most of you about a year and a half ago. It seems like I have known you forever. The love and genuine concern that flows freely through those rooms and corridors has held me together many times. Jason has always felt safe there and I know he was.

Jason was forced to face his failing health at a very young age, and I was very proud of the way he handled himself. I believe in my heart he could not have done it without the love and concern you gave to him. You gave him courage. Everyone crossed over that line that stops many people from taking a chance, getting involved, and giving a little extra.

I was at home there. You held me when I needed to be held, you talked to me when I needed to talk, and you gave me my space when I needed to be alone. I will never forget any of you. You are a part of my life because you shared my life with my son. Jason will always be with me, and so will the people on Ellison 18. Thank you.

Love always,
Nancy Lamarre

In General

"As a physician, scientist, and teacher, **Dr. William H. Sweet** bridges basic science and clinical neurosurgery in a way few can." So reads the honorary Doctor of Science degree bestowed by Ohio State University on MGH senior neurosurgeon Dr. Sweet. An MGH veteran of more than 45 years, Dr. Sweet is renowned for his "pioneering studies on the treatment of brain tumors, [studies which] continue to be investigated internationally."

Jonathan S. Mello, Administrative Coordinator, Nursing Support Services, presented a paper he cowrote with **Jeanette Ives, RN**, Director, Nursing Support Services, at the Second Asian Congress on Quality and Reliability, held in Bejing, China.

The paper, "Implementing Quality Improvement with Clinical and Support Staff," was recently published by the International Academic Publishers, People's Republic of China.

The theme of the conference, sponsored by the China Quality Control Association and the China International Conference Center for Science and Technology, was "Quality and Reliability: The Key to Economic Development and Prosperity in the 90s."

After the conference, Mr. Mello spoke to the medical and nursing staff at the Peking Union Medical College Hospital in Bejing. He spoke about the work in Nursing Support Services at the MGH including: the development of project management, leading cross functional work teams resulting in productivity enhancements, improved communication, and the elimination of steps that do not support patient care.

Ms. Ives and Mr. Mello also were recently recognized by the National Awards Program of the American College of Physician Executives, which this year was sponsored by The Travelers and Merck, Sharp & Dohme. The program recognizes exceptional work done by health care professionals who have made advances in improving the quality of health care or have made advances in improving the management of health care costs. A report on the project honored—"A High Quality Customer-Supplier Relationship Built on Clinical Values"—was published in the recently released book, *Innovations '93.*

Andrew Guccione, PT, PhD, and **David Krebs, PT, PhD**, each received an award from the Arthritis Association.

Dr. Guccione received the 1993 Distinguished Scholar Award from the Arthritis Health Professionals Association, the professional section of the Arthritis Foundation. He is the Director of Quality Assurance, Education, and Research for the MGH Physical Therapy Services. He is also an Associate Professor at the Institute of Health Professions (IHP).

Dr. Krebs received the Clifford M. Clark Science Award from the National Arthritis Association for Highest Ranked Scientific Research Proposal. He is the Director of the Biomotion Laboratory, associated with the Departments of Orthopædics and Physical Therapy. He recently was promoted to full Professor at the IHP.

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

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MGHers explore CPR training for families

CPR (cardiopulmonary resuscitation) hasn't been used as often as health care professionals expected. The MGH is one of six hospitals in the nation—and the only one in Massachusetts—participating in a new federally-funded study to reevaluate how this life-saving technique is taught. Researchers hope to identify—and overcome—hidden barriers to learning and using CPR.

Heart attacks remain the leading cause of death in the United States, killing about 500,000 people per year. CPR was introduced as a treatment for cardiac arrest in 1960. The technique is used in a medical emergency when the victim is not breathing and when it is possible that the heart has stopped beating. When performed correctly, CPR can sustain a person's life until medical help arrives.

CPR training for families continued on page 2

Sally Cave: 37 years of love for children

In 1963, when he was a pediatric patient on Burnham 4, Dan Realo first met Child Life Specialist Sally Cave. Thirty years later he returned to help Ms. Cave celebrate her retirement from the MGH.

"The care, you know, the smiling—she is always doing something or helping somebody. . . A touch, or what she says, or how she says it," said Mr. Realo. "It's hard to explain, but she really is fantastic. It seems her heart is larger than her body."

A fixture in the MGH Children's Service since 1956, Ms. Cave has a dedication to the health and well-being of children which led to the creation of what is now the MGH Child Life Department. Through play, Child Life Specialists in activity rooms on MGH pediatric floors help children deal with their psychosocial and emotional needs while they are receiving care for their physical ones.

"Play is a non-verbal way for children to express feelings and frustrations in a safe and comfortable environment," said Lora Feltham, a Child Life Specialist on Ellison 17. "Through play therapy Sally has helped so many children cope with the stresses of hospitalization. Children often lose their sense of control in medical situations. We try to give control back to them in the playroom."

Joe Micoletti did not want to miss a chance to joke with his Child Life Specialist Sally Cave at her retirement party just because he was in bed, so he went—bed, IVs, and all.

With a background in child growth and development, Child Life Specialists can help make children more comfortable with the hospital

Sally Cave continued on page 4

Surgeons sharpen skills on plastic bone models in the MGH Bioskills Laboratory

Using the Herbert Bone Screw and *Surgical Approaches for Internal Fixation* are not the usual titles found at the neighborhood video rental store, but they are on the "Top Ten" list of many MGH Orthopædic Trauma residents. In keeping with the MGH's three-pronged mission—patient care, teaching, and research—physicians at the MGH are continually improving the ways they prepare medical students and residents to care for patients. The MGH Bioskills Laboratory is an important way to improve the education of future surgeons.

"Traditionally, surgical techniques have been taught in the operating room, and for many years that was the only teaching method" said Jesse Jupiter, MD, Director, Orthopædic Trauma Service. "The evolution of new techniques and new equipment for repairing bones has made hands-on practice crucial. This is true of all of medicine but especially in orthopedic surgery because it is so heavily equipment dependent."

While working on models is by no means a learning substitute for actual surgery—replete with muscles, blood, nerves, veins, and arteries—the MGH Bioskills Lab provides a unique opportunity for residents to practice their skills.

"The bone models in the Bioskills Lab are a bridge between books and actual surgery," said George Kolettis, MD, who has been one of two Orthopædic Chief Residents since July 1. "Practicing on models complements, is an adjunct to, all the other ways we learn how to treat bone injuries. It is a good way to plan before the operation, to anticipate pitfalls prior to going into the operating room."

This spring Dr. Kolettis met a patient who had undergone several surgeries to correct bones that had been deformed by a rare problem, Ollier's disease. The goal was to straighten his bones and make them more functional. Because the problem was complex, it was difficult to analyze on paper or with x-rays. Using a CT scan (which uses computerized x-rays to construct three-dimensional images) a plastic bone model was created for pre-operative planning and practice.

"Often complex fractures can be hard to plan for from two dimensions, and you really need a 3-D model," noted Andrew Shinar, MD, the second Orthopædic Chief Resident.

In the MGH Bioskills Lab, the only one of its kind in the region, the residents and staff surgeons

In the MGH Bioskills Laboratory, Dr. Jesse Jupiter, Director, Orthopædic Trauma, left, demonstrates how to repair a broken arm with the surgical installation of screws and a plate, as resid[illegible] Dr. Caesar Restrepo, middle, and Dr. Shameem Sampath observe.

Bioskills Lab continued on page 3

Full coverage of tomorrow's Ether Day in the next issue of *Hotline*

BHHC 25th anniversary

The MGH Bunker Hill Health Center celebrated its 25th anniversary on September 27. The center opened on September 14, 1968, with a staff of 10 and today has a staff of 96.

Peggy Carolan, Director of the MGH Bunker Hill Health Center, and supervisors presented gifts to the 15 employees who were honored this year for their service.

"The MGH Health Centers are an important part of their communities," said Mary Leary, Administrative Director, MGH Community Health Centers. "They are poised to face the future challenge of the changes in health care."

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Event Day highlights United Way campaign week

With thousands of pledges already tallied and more streaming in, this year's United Way campaign is proving a strong success. At the campaign's highlight Event Day, thousands of MGH employees enjoyed the crisp, sunny, early fall weather and a range of activities under the Bulfinch tent.

Bonnie Michelman, Director of Police and Security, and Anthony Christopher, Parking and Commuter Services, pass carnation orders to Kelly Murphy, Operating Room Nursing Service, at the United Way Event Day.

Groups of children from United Way-sponsored agencies toured the hospital helping MGHers deliver more than 700 carnations. A photographic display provided a close-up view of some of the people helped by the United Way and by the MGHers who support its programs. Live music, a "scrub" sale, popcorn, a bake sale, and guessing the number of jelly beans in a jar kept passerbys entertained throughout the day.

Today at noon the United Way Campaign Committee will draw names from the pool of this year's pledge cards. This year's headline prizes include airline tickets donated by Continental Airlines, hotel packages and restaurant gift certificates. Watch for the details of the drawing and the final results of the campaign in a future issue of *Hotline*.

Pastoral Care Week: Stories of Partnership

National Pastoral Care Week will be marked this year with "Stories of Partnership." From October 23-30, health care institutions around the country celebrate the significant contributions pastoral care departments make to the care of patients, families, and staff.

Fr. John Carroll, Dr. John Gianino, and The Rev. Rebecca Blodgett, all of the MGH Chaplaincy, have created an exhibit, reflecting this year's partnership theme, which will be displayed in the WACC lobby. The chaplains will distribute prayer cards as a way to express their gratitude to the medical staff and all of their colleagues for their collaborative effort in providing holistic care. The cards will be available at the WACC lobby exhibit, the Chapel on Ellison 1, and nurses' stations. The daily ecumenical prayer service at 12:15 pm and the Catholic Mass at 4:30 pm, both centered on this year's theme, will be televised on Channel 16 in patient's rooms throughout the week.

Other members of the MGH Chaplaincy are: Fr. George Morgan, Rabbi Abraham Halbfinger, Fr. Dave Cavanaugh, and Sunny Davidson, department secretary.

Chaplains are an integral part of MGH life and their presence can be a great comfort to those who are sick or dying. By looking at the whole person, remaining non-judgmental, and offering interdenominational spiritual support, the chaplains are able to achieve their goal of "bringing inner peace, security, and comfort to troubled hearts."

During Pastoral Care Week, a memorial service for longtime MGH employee Lorraine Magnuson will be held in the MGH Chapel on Friday, October 29, 2:00 pm. Lorraine most recently worked as the secretary in the Chaplain's Office and was instrumental in planning last year's Pastoral Week display. Everyone is welcome.

CPR training for families continued from page 1

While everyone agrees CPR saves lives, the technique is rarely used by relatives of cardiac arrest victims. Three out of four heart attacks occur at home, for instance, but less than 5 percent of family members attempt CPR.

Part of the problem is lack of training. Most physicians (79 percent of 482 polled in one survey) think CPR training for family members is important, but only a few (6 percent in the same poll) encourage their patients to take such training.

But another factor is reluctance among family members to use techniques they have learned. Some may be afraid of making a mistake while performing CPR. Or there may be more emotional factors at work.

"Learning CPR can significantly alter family dynamics," said David K. Ahern, PhD, Director of the MGH Behavioral Medicine Unit, who is leading the study at the MGH.

Say the family breadwinner has suffered a heart attack and the spouse learns CPR. The balance of power in a relationship has then shifted. The breadwinner may feel dependent, for the first time, on the spouse—and the spouse may be overwhelmed by the possibility of having to be in charge during a life-or-death situation.

Another area in which conflict may develop between patients and partners is around dietary changes. (To what extent will the couple change standard recipes to reduce saturated fats and cholesterol? Will patients and partners argue about traditional versus heart-healthy choices?)

Volunteers in the study will receive the standard CPR training, provided by Linda Lass-Schuhmacher, RN, Health Education Coordinator in the Employee Health Service. Afterwards, the volunteers will receive different videotapes to watch at home, so that researchers can determine which is better at improving relationships between patients and partners. Both videotapes provide a refresher course on CPR techniques and heart-healthy dietary choices.

Volunteers will be enrolled in pairs, consisting of a cardiac patient and a partner, a spouse, or a significant other living in the same household.

"There have been many studies of social support and heart disease, but this is one of the few *intervention* studies that will encompass the whole family," said Milagros Rosal, PhD, who is study coordinator. "A heart attack, like any major trauma, affects a couple's relationship. We want to understand how to work better with the couple to improve the health of a patient and the partner."

The study will take place at the MGH Cardiac Rehabilitation Unit, where a multidisciplinary team of doctors, nurses, physical therapists, and dietitians already helps patients formulate personal treatment plans.

"A lot of our efforts go into reducing risk factors for heart disease, like smoking, cholesterol, and hypertension," said Kate Traynor, RN, MS, Program Director of Cardiac Rehabilitation. Now patients will also have the option of taking part in the CPR study.

"Patients here work closely with a primary care nurse," Ms. Traynor said. "That personal relationship should help yield a more fruitful discussion regarding the effectiveness of different tapes."

The Behavioral Medicine Unit at the MGH is about a year old. "There's a real emphasis in this field on prevention and attention to rehabilitation for chronic illness," said Dr. Ahern, who is also an Instructor in Psychology at Harvard Medical School. "We look at behavior and how it relates to health. These are issues which we expect to be discussed often as the nation's health care system is transformed."

Five other hospitals are taking part in the study: Miriam Hospital and Memorial Hospital, both in Rhode Island; the Indianapolis Heart Institute in Indiana; the University of Minnesota; and the leading center for CPR research, the University of Washington. The study is funded through the National Institutes of Health.

People interested in volunteering for the study should call the MGH Behavioral Medicine Unit at 4-0436 for more information.

Cardiac Rehabilitation Program honors graduates

The Preventive Cardiology group of the MGH Cardiac Unit honored 1992-1993 Cardiac Rehabilitation graduates at a special ceremony and reception on September 21. The Cardiac Rehabilitation Program, founded at the MGH in 1979, is a comprehensive health management program for patients who have experienced cardiac events or who are at risk for heart disease.

This year 102 graduates were recognized for their successful completion of the program. Richard C. Pasternak, MD, Director of Preventive Cardiology and Cardiac Rehabilitation, commented on the recent growth of this program, the dedication of its staff, and the devotion of patients to achieving their goals. Special guest Valentin Fuster, MD, PhD, Chief, Cardiac Unit, commented on the importance of primary prevention and reiterated his commitment to strong preventive cardiology programs. Kate Traynor, RN, MS, Program Director, introduced the nursing staff who presented graduates with certificates and special t-shirts.

The MGH Cardiac Rehabilitation Program is located at Ruth Sleeper Hall and the Albert Gordon Track at Harvard University. For more information please contact Kate Traynor at 6-1843.

Bioskills Lab continued from page 1

practice with the same kinds of surgical instruments and equipment —screws, plates, pins, etc.—they use in actual operations. Residents and staff from many departments use the lab to plan operations, practice on models, and view educational videotapes. Doctors from the areas of Plastic and Plastic/Hand Surgery, Spinal Surgery, Podiatry, and Oral and Maxillofacial Surgery all use the Bioskills Lab.

In one case, a patient who broke his arm in two places needed surgery to correct the problem. The day before surgery , Dr. Jupiter reviewed the procedure with the residents; first using tracing paper and x-rays to plan the operation and then using a bone model to go through each of the steps. During the surgery, the previous day's preparation proved helpful when the operating team was able to have on hand the correct size plate, bent at just the right spot.

"Using the lab is an accepted part of the curriculum across many disciplines," said Dr. Jupiter. "By crossing over disciplines, this training parallels the real world of medicine with many disciplines working together."

The lab is impressive not only because of the range of resources it provides to residents and staff but also because all of the contents have been donated—workbenches, drills, surgical devices, and bone models. By establishing systems to deal with equipment needs, scheduling, and limits in space, Lab Coordinator Laura Goodman has helped the MGH Bioskills Lab thrive.

"The bone models in the Bioskills Lab are a bridge between books and actual surgery."

The impetus for establishing the lab came from Dr. Jupiter's observations that residents are more effective at fixing bones when their training has included hands-on practice on models and that the earlier in the training process this hands-on work is incorporated, the greater the improvement in technique.

"If the correct skills are developed early on, they are carried through in the future, improving a doctor's ability to care for patients," said Dr. Jupiter.

The operating room team benefits from the preoperative planning and practice that enabled them to preselect the correct size plate needed to repair the patient's arm. Left to right, residents Dr. Caesar Restrepo and Dr. Choon Lai Toh, Trauma Fellow Dr. Mike McKee, and Dr. Jesse Jupiter.

Environmental Services continues employee recognition program

September 12-18 was National Housekeeper's Week, and the Environmental Services Department celebrated by honoring the employees who have stood out because of their overall hard work and great attendance.

Employee of the Quarter Awards

Adriano Baptista
Celino Costa
Whitfield Goodman
Jose Pires
Nolan Smith
Jenny Woods

1993 Perfect Attendance Awards

George Alleyne
Deyvi Alonzo
Edgar Aquirre
Aura Arias
Loregene Avril
Adriano Baptista
Zacharie J. Baptiste
Eulah Battle
Dukene Beaubrun
Melvin Beniquez
Anthony Benson
Martha Branch
Melvin Caban
Mercedes Cardona
Enrique Castillo
Francette Chappell
Anthony Desimone
Rick Desimone
Luis Destine
Gwendoline Devonish
Maud Dorsainvil
Medinor Dorson
Evelyn Dwyer
Antonio Ferreira
Gertha Gard
Pedro Garzon
Domingas Gomes
Ignacio Goncalves
Pierre Grandoit
Florence Halm-owoo
Xian J. Huang
Zu Zheng Huang
Zofia Jansen
Felipe Juarez
James Kindell
Salvador Lainez
Veronica Laurette
Edgardo Lopez
Lorenzo Lopez
Teodoro Martinez
Synclair Maycock
Justino Mendes
Aremise Mike
Guy Montlouis
Marcelino Paniagua
Ed Pechner
Agustin Perez
Carl Perry
Thomas Pham
Sylvia Phillips
Amarilis Pina
Louise Powell
Maria Rebello
Saintelle Rigaud
David Rivera
Jaime Sepulveda
Donald Smith
Maria Sousa
Dolores Thorne
Dinh Tran
Jose Vasquez
Savy Yin
Gouyong Zhu

1993 One Absence Recognition

Danisa Alonso
Margarita Alvarado
Jose Ayala
Enrique Carvajal
Celino Costa
Joselino Cruz
Napoleon Cruz
Fritz D'Haiti
Lupe Figueroa
Poroison Francois
Luevenuie Frazier
Betannise Germain
Louis Gourdet
Jean Guerrier
Terrel Johnson
Verdieu Joseph
Shunfa Li
Maria Mata
Ramon Morales
Consuelo Paiva
Yolene Paris
Juan Perez
Marie Philippe
Bessie Purnell
Antonio Ribas
Emilia Ribas
Steve Stapleton
Pablo Torres
Mimose Verellien
Wen Ju Yu

What's Happening

X-Ray art

In the unique photographic installation, *X-ray Visions: A Story In Medicine*, MGH patient Noel Schwerin brings her experiences with a bad back to her artistic display. Photographs made from x-rays and physicians' notes on Ms. Schwerin's progress are displayed through November 12 in the Ellison Building main corridor on the first floor, from 10 am - 7 pm.

Home away from home

Hospital staff are invited to visit Beacon House at its 10th anniversary celebration on Sunday, October 24, 3 pm - 6 pm. This haven for patients and their families who travel to the MGH for medical care is also a residential community for retired people. Beacon House is, appropriately enough, located on Beacon Hill at 19 Myrtle Street. To arrange short-term stays for hospital patients and their families, call the MGH Social Service Department at 6-2601. For more information about the anniversary tour, call Garda Conant at 523-8295.

Retirement reception for Martin Bander

In honor of his 25 years of extraordinary service to the MGH, a retirement reception for News and Public Affairs Director Martin S. Bander will be held on Friday November 5, 2 pm - 4:30 pm in the WACC Walcott rooms.

Nutrition courses continue

"Vegetarian Nutrition II: Balanced Nutrition for the Total Vegetarian" provides information through lecture and cooking demonstrations. The $15 class is offered on Thursday, November 4, 6 pm - 7:30 pm. Deadline for registration is October 28. Call 6-2779 for more information.

Doctors run for their lives

The 16th annual Doctors' Run to benefit the American Heart Association's Massachusetts Affiliate is set for November 14. Doctors, residents, and medical students will be running the five-mile road race and two-mile fun run along the Charles River Basin. Join MGH's Dr. Daniel Rosenthal of Radiology and his family, who are hoping to hold on to their first-place family status this year. For more information, Dr. Rosenthal can be reached at 6-8784.

Computer training

The Training and Organizational Development and Information Resources Departments have opened the new MGH computer training facility located at 185 Cambridge Street, Charles River Plaza, second floor. For a full description of available courses, consult the Fall/Winter catalog.

Project ProTech benefit concert

The Longwood Symphony Orchestra will perform a benefit concert for Project ProTech. Seven MGHers will perform with Boston's medical community orchestra to raise money for the youth apprenticeship program that links high school students with hospitals for career development. Call Anne Cademenos, Development Office, 4-6416, or Kathy Rice, Human Resources, 6-2232, for information on the November 20 concert.

Sally Cave continued from page 1

experience by arranging pre-admission tours, presenting medical information in ways that children can understand, and by occasionally diverting children from the burdens of illness.

"The development of the Child Life Specialty as we know it at the MGH is due, in large part, to Sally's leadership and vision," said Thomas Smith, RN, Clinical Director, Intensive Care and Pediatric Nursing Services. "Her absolute, unqualified love for children led her to create better ways to help children."

"Not only are you always here, but you are always smiling," said Donald N. Medearis, Jr., MD, Chief of the Children's Service, at a retirement party for Ms. Cave. A long-time friend and colleague, Dr. Medearis presented Ms. Cave with a photo album representing her years with the MGH. "Sally, you are caring and wonderful. What you have done will never cease."

"Sally has taught us all the true meaning of the words commitment and love," said Marilyn Gifford, a Child Life Specialist on Ellison 19.

Though Ms. Cave will be able to travel and garden much more than she could while working full-time, she fully intends to maintain her link to the MGH. Despite her official retired status, she will be spotted volunteering here at the MGH.

Breast Cancer Awareness Month

Did you know that there is a silent epidemic that kills a woman every 12 minutes? The epidemic is breast cancer. In some way this disease will touch all of our lives. You can help stop the epidemic by *becoming informed.* So far, breast cancer is not preventable, but early detection increases the chances of a complete recovery.

The MGH Bunker Hill Health Center Breast Cancer Initiative will sponsor a Breast Cancer Awareness Day on Thursday, October 28, from 11 am - 2 pm, in the lobby of Building 149 at CNY. Representatives from the Breast Cancer Initiative, the MGH Comprehensive Breast Center, and the MGH Imaging Center will be available to answer questions about breast cancer, mammography, and breast self exam. In addition, a representative from the Benefits Office will answer questions about mammography coverage. This also will be an opportunity to sign up with Bunker Hill Health Center Primary Care Physicians and enter a drawing for a framed print of Charlestown.

As a prelude to this Awareness Day, the art of Anne Kirchheimer, a breast cancer survivor, will be exhibited in the Bunker Hill Health Center until the end of October.

MGH makes strides for breast cancer

Some joked that the event should have been called a swimathon. Nevertheless, a hardy group of MGHers braved steady rain to participate in the American Cancer Society's Making Strides for Breast Cancer "move-alongathon" on September 26. The ACS estimates that the event raised about $350,000 for breast cancer research and extends heartfelt thanks to all who braved the elements. For those who didn't walk but who collected contributions, it's not too late to send them in. Mail checks directly to the ACS, 247 Commonwealth Ave., Boston, MA 02116.

Finally, a reminder: The MGH Comprehensive Breast Health Center is now open. For more information on its services, call 726-9200.

Heart transplant patient update

Cindy Main of the MGH Flower Shop reports that MGH heart transplant patient Virginia Hodell, who had a heart transplant at the MGH last November, is doing well. Ms. Main, who met the Hodell family when daughter Mary began volunteering at the Flower Shop while mom Virginia was recovering, saw the Hodells on a summer camping trip.

BHHC 25th anniversary continued from page 1

At the MGH Bunker Hill Health Center anniversary party and employee recognition, Sandra Bock, left, and Helen Ryan, middle, celebrate fifteen years of service with Peggy Carolan, the center's Administrative Director.

Employees honored for their service at the BHHC 25th anniversary celebration:

Fifteen years

Sandra Bock, PA-C, MEd, Adult Medicine
Helen Ryan, CPA, Adult Medicine

Five years

Margaret Drake, Adult Medicine Secretary
Barbara Kelly, Adult Medicine Secretary
Carol Murphy, LICSW, Mental Health/Social Services

Three years

Lois Cutillo, Ob/Gyn Secretary
Susan Cutillo, Mental Health/Social Services Secretary
Denise Feudo, LPN, Ob/Gyn
Lyn Lindpantner, MD, Adult Medicine
Mary Marcella, Secretary
Scott McLeod, MA, Mental Health/Social Services
Allison Moore, MSCCC, Speech/Language
Marjorie Rogers, RRA, Medical Records
Lisa Solomon, PhD, Mental Health/Social Services
Edward Soloway, DPM, Podiatry

Interpreters at work

Imagine being very sick and coming to the MGH for care. Now imagine not being able to tell the emergency room nurse or your primary care physician what hurts. Thanks to the MGH Interpreter Services efforts, nearly 98 percent of all hospital requests for interpreters are met. Volunteers, employee-interpreters, and their supportive supervisors, were honored at an appreciation reception on October 8.

"This year as we witnessed extraordinary changes around the globe, we saw evidence of them right here," said Margarita C. Battle, Coordinator of Interpreters. "Overall requests stayed level. However, within specific languages we saw a 32 percent increase in Russian patients and a 17 percent increase in Chinese patients."

Ms. Battle attributes the improved quality of the interpreters to increased training. Volunteer interpreters have received instruction on clarity, neutrality, and verification of information. Medical staff have received *Guidelines for Working with Interpreters* and a policy statement that addresses the role an interpreter will play in a medical interview. In addition, under the coordination of Yvette Groszman, expanded weekend coverage is available from 10:00 am - 4:00 pm.

The Team Award went to Judy Newell, RN, Nurse Manager, and Judy Sacco, Operations Coordinator, both of Ellison 16, for their flexibility and creativity in allowing their employees to act as interpreters whenever scheduling permitted.

(Left to right) Bradford Norman, Area Manager for Ellison 17-22; his employee, Maria Emilia, Ellison Building Patient Elevator Operator, Environmental Services; volunteer Gloria Castillo; and Coordinator of Interpreters Margarita Battle

This year's volunteer interpreter award winners: Ling Bai, Physician Secretary; Gloria Castillo, Volunteer; Yuri Dashevsky, Respiratory Care; Letty Garofalo, Volunteer; Immacula "Kiki" Geneus, RN, Ellison 18; Mr. Kim, Pharmacy; Kim Heng, EEG Lab; Chung Nguyene, Volunteer; Maria Thanopoulos, Admitting Office; Ellen Sullivan, Operations Associate.

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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Ether Day 1993 ceremony honors 1500 employees

"Ten years ago I wrote to Dr. Buchanan to tell him that the only thing that would keep me away from my 40-year-pin Ether Day was being on my honeymoon," recalls Allan Friedlich, MD, who—in person—was one of seven employees who received 50-year pins at the 1993 Ether Day ceremony.

"Honoring all segments of staff, not selecting out any particular group, makes it very much a family affair. It is a wonderful feeling," said Dr. Friedlich referring to the Ether Day ceremony. When asked why he has stayed here for so long, his response echoed that of many employees at the MGH, where the average length of service hovers around the 10-year mark: "This is my home. The MGH is a second family to me; and the quality of the people here is superb."

Over 1500 employees were honored on October 22 with the traditional carnation and Ether Day pin, and the names of those who had reached the 20-year mark or more were read in a ceremony held in the WACC cafeteria. Ether Day commemorates the first public demonstration of the use of ether in a surgical procedure—which took place in the MGH Ether Dome on October 16, 1846.

Representing the Board of Trustees, Alfred W. Fuller, Esq., left, presents Dr. Allan Friedlich with his 50-year pin at the 1993 Ether Day ceremony.

Stan Bennett receives his 40-year pin at the 1993 Ether Day ceremony.

"I have had the most exciting career I could imagine," said Dr. Friedlich. "The entire development of precision diagnosis and cardiac surgery occurred during my career. To be able to correct many conditions, return people to good health, and free them from pain is very exciting business."

"I see the teachings of Paul Dudley White here every day," said Dr. Friedlich, referring to the first head of the MGH Cardiac Services, considered one of the founders of the field of cardiology. "He was young in the head. He relished and was excited by new ideas, and he was particularly supportive of young people here and elsewhere."

Dr. Friedlich says that when he is frustrated by something at work or concerned about the direction of health care, his memory of special patients can reaffirm the great satisfaction of practicing at this hospital.

"In 1989 a woman came here

Ether Day 1993 continued on page 4

Blood brotherhood

On October 25 when 13 Newton firefighters were injured in an explosion, the community sprang into action. Nowhere was this response more evident than two days later at the MGH Blood Bank when the firefighting community turned out to help meet the large demand for blood.

The MGH Blood Services staff, accustomed to seeing an average of 65 potential donors a day, rallied together to assist more than 350 people who came to the MGH in the first day of a blood drive held in the name of the injured firefighters.

At the same time two separate organ transplantation operations, one heart and one liver, added to the surge in demand for donated blood. Because burn and transplant patients often require large amounts of blood components, the Blood Bank was at full throttle.

The Blood Bank was able to meet the sudden high demand because of regular procedures designed to keep supplies strong and through extra efforts during that crisis week on the part of both Blood Services staff, who worked well into the night processing blood, and people from the community, who waited up to three hours to donate.

"We were touched by the turnout of firefighters and others who were willing to pitch in and help us to replenish our blood supply, which had been diminished by the intense demand," said Christopher Stowell, MD, PhD, Director of the MGH Blood Transfusion Service.

By far the largest group donating were fellow firefighters. From across the region they came, many who had never met the injured men.

"I didn't know them personally, but this is a brotherhood—that's what we are all about," said Charles R. Behenna, a member of the Quincy Fire Department for 23 years. "You know the saying 'all for one and one for all'? That's us."

"The support from the MGH and staff has been exceptional," said Newton Fire Department Chief Joseph S. Daniele. "We have been fortunate that two of our members were transported here."

And the MGH was fortunate to be the site of positive action by people who gave of themselves at such a difficult time.

Jennifer Dubose, LPN, MGH Blood Services, draws blood from Al Ordway of the Framingham Fire Department on October 27, two days after an explosion in Newton that left 13 firefighters injured.

Holiday shopping to benefit Pediatric Oncology Service

The first fundraiser to benefit the Friends of the MGH Cancer Center will be held—appropriately enough—in a toy store on November 18. Guests will have the store to themselves and can shop guilt-free because a portion of the evening's sales will help the Friends support children with cancer through the Pediatric Oncology Service. Following a cocktail buffet at the Wintergarden, each guest will release their inner child as they proceed to F.A.O. Schwarz for a shopping spree.

Liv Ullman—award winning actress, director, and humanitarian—is the honorary chair of the event. Governor William F. Weld has designated the week of this event as Pediatric Oncology Week in the Commonwealth of Massachusetts. In signing the proclamation, Governor Weld called the benefit "a celebration of hope" and saluted "the Friends for their hard work and commitment on behalf of the men and women on the front lines in the fight against childhood cancers and especially the little ones who battle the disease every day."

By providing amenities to cancer patients and their families, developing public information programs, and offering a variety of patient services, the Friends support those whose lives have been touched by cancer.

For tickets ($50 each) or more information, please contact the Friends of the MGH Cancer Center office at 6-1063.

1993 Ether Day

FOR SIXTY YEARS

John Adams, Jr., *Dermatology*
Milton H. Clifford, *Medicine*

FOR FIFTY YEARS

Allan L. Friedlich, *Medicine*
Walter S. Kerr, Jr., *Urology*
Janet W. McArthur, *Gynecology*
Edward P. Richardson, Jr., *Neurology*
Grant V. Rodkey, *Surgery*
Edwin O. Wheeler, *Medicine*
Frank C. Wheelock, Jr., *Surgery*

FOR FORTY YEARS

John S. Barlow, *Neurology*
Patricia M. Bennett, *Nursing*
Stanley M. Bennett, *Photolab*
Edwin L. Carter, *Surgery*
William D. Cochran, *Pediatrics*
Walter W. Conley, *Ortho Workshop*
R. Clement Darling, Jr., *Surgery*
Daniel D. Federman, *Medicine*
Francis V. Hammersley, *Radiology*
Rosemary Holohn, *Nursing*
Philip L. McCarthy, *Dermatology*
Patricia M. McNamara, *Radiation Oncology*
Morton Olin, *Oral Surgery*
James A. Petersen, *Radiology*
Henning Pontoppidan, *Anesthesia*
Edwin W. Salzman, *Surgery*
Edward W. Webster, *Radiology*

FOR THIRTY YEARS

Catherine T. Antonuccio, *Radiology*
Charlotte Barker, *Nursing*
Sibylle J. Barlow, *Medicine*
Edward R. Barnett, *Materials Management*
Inta Berzins, *Dermatology*
Betty M. Blanding, *Orthopaedics*
Robert J. Boyd, *Orthopaedics*
Charles A. Burnham, *Radiology*
Barbara Buswell, *Dietetics*
Carol Y. Craigg, *Dietetics*
Suzanne B. Dearborn, *Social Service*
Phyllis J. Del Monico, *Information Resources*
Doris A. Dion, *Dietetics*
John H. Donovan, *Materials Management*
Robert A. Driscoll, *Pediatrics*
Robert E. Evans, *Oral Surgery*
Mary J. Gould, *Nursing*
Arthur F. Guinasso, *Fiscal Affairs*
Gerald W. Hazard, *Pediatrics*
Lewis B. Holmes, *Pediatrics*
Robert U. Johnson, *Environmental Safety*
Homayoun Kazemi, *Medicine*
Maurice E. Keenan, *Pediatrics*
Jane Kissling, *Bacteriology*
Alfred Koumans, *Psychiatry*
Rosemarie D. LeMole, *Surgery*
Jane S. McDermott, *Surgical Associates*
Gordon T. McOre, *Medicine*
Mario Micozzi, *Buildings and Grounds*
Aletha R. Niles, *Radiology*
John V. Pepe, *Environmental Services*
Richard C. Petrillo, *Emergency Ward*
Pearl E. Pierre, *Communications*
Catherine M. Rizzo, *Information Resources*
John C. Robinson, *Pediatrics*
David K. Shaw, *Information Resources*
Cullen Sims, *Environmental Services*
Carolyn A. Tamer, *Surgical Research*
Edwin L. Tolman, *Dermatology*
Andrew L. Warshaw, *Surgery*
Bernida Washington, *Nursing*
Roxie L. Woodrum, *Nursing*

FOR TWENTY-FIVE YEARS

Eric A. Ablorh, *Radiology*
William H. Anderson, *Psychiatry*
Martin Bander, *News and Public Affairs*
Theodore A. Barkas, *Buildings and Grounds*
Sandra E. Basmajian, *Nursing*
Vera M. Batson, *Radiology*
Daphne H. Beckford, *Nursing*
Ronald R. Benz, *Pediatrics*
Edward Blacker, *Psychiatry*
Herbert Boerstling, *Pediatrics*
Theodore A. Barkas, *Buildings and Grounds*
Gary Butler, *Buildings and Grounds*
Virginia M. Butler, *Nursing*
Jane B. Calhoun, *Social Service*
Marion O. Cameron, *Information Resources*
Felix M. Carbonel, *Nursing*
Margaret M. Carey, *Nursing*
Barbara A. Carter, *Nursing*
Edward A. Carter, *Pediatrics*
Katie Carter, *Nursing*
Mary P. Carty, *Nursing*
Aileen G. Castillo, *Nursing*
David A. Catalano, *Administration*
Catharine M. Chase, *Surgical Research*
Dolores A. Collins, *Surgical Upper Extremity*
Robert B. Colvin, *Pathology*
Elizabeth H. Cranska, *Social Service*
Robert P. Crivello, *Photography*
George C. Cutler, *Materials Management*
Mary T. Dickie, *Psychiatry*
Stanley Dickie, *Nursing*
Domenic N. DiSalvo, *Buildings and Grounds*
Pauline A. Donahue, *Nursing*
Edward J. Duggan, *Nursing*
Helen Dunbar, *Dietetics*
Thomas S. Durant, *Gynecology*
Carola B. Eisenberg, *Psychiatry*
Victoria A. Fay, *Radiology*
Gail L. Fennessy, *Blood Transfusion Service*
Barbara Ferranti, *Fiscal Affairs*
Geraldine A. Ferretti, *Nursing*
Julia A. Forde, *Nursing*
Veetlyn E. Forde-Glasgow, *Human Resources*
Dorothy Franklin, *Nursing*
Cynthia D. Garcia, *Radiology*
Clovina Goodman, *Nursing*
Max L. Goodman, *Pathology*
James Green, *Information Resources*
Barbara A. Grz[illegible] *Medical Oncology*
Judith C. Hall, [illegible] *Management*
Maria F. Hernandez, *Nursing*
John T. Herrin, *Pediatrics*
Susan M. Hildreth, *Neurology*
Janice B. Hoy, *Hematology*
Patricia A. Hurst, *Nursing*
Adolph M. Hutter, Jr., *Medicine*
Earl Jackson, *Bacteriology*
Gary Jacobson, *Psychiatry*
Nancy M. Jenner, *Blood Transfusion Service*
Hazel H. Joseph, *Admitting*
Patricia Kelleher, *Burn Trauma Service*
Stephney G. Kerr, *Materials Management*
Henry T. Keutmann, *Medicine*
Marian Kilpatrick, *Nursing*
Aaron Lazare, *Psychiatry*
Barry W. Levine, *Medicine*
Bernard S. Levy, *Psychiatry*
Kathleen Manzi, *Credit and Collections*
Eugene J. Mark, *Pathology*
M. E. McDonald, *Medical Clinics Complex*
Margaret A. McDougall, *Nursing*
Joseph T. McGrath, *Nursing*
Jeannette M. McWilliams, *Chelsea Health Clinic*
Shirley M. Mitchell, *Dietetics*
Elaine Montgomery, *Nursing*
Crystal I. Moore, *Emergency Ward*
Marlene D. Moraldo, *Nursing*
Ruth A. Nally, *Thyroid*
Carole A. Nania, *Medical Clinics Complex*
Othilia P. Nelson, *Utilization Management*
Judith Oconnor, *Nursing*
Sandra J. Paquette, *Nursing*
Edward F. Parsons, *Medicine*
Irene Pavles, *Nursing*
John M. Pender, *Office of Legal Counsel*
Donna H. Penndorf, *ACD Administration*
Chester M. Pierce, *Psychiatry*
James P. Pizziferri, *Security*
Lucille M. Queeney, *Nursing*
Margaret T. Quinn, *Dietetics*
Eugene Reposa, *Environmental Services*
Edna N. Riley, *Blood Transfusion Service*
Madeline P. Royster, *Medical Records*
Nina T. Rubin, *Medicine*
Catherine Z. Sampson, *Social Service*
Marilyn C. Schwartz, *Psychiatry*
Edward B. Seldin, *Oral Surgery*
Barbara E. Sterling, *Utilization Management*
Annette C. Struzziero, *Nursing*
Jean M. Stuart, *Gynecology*
Lorraine Sutton, *Infectious Disease*
Matilde A. Tanner, *Arthritis*
Carol A. Upham, *Nursing*
Carrie L. Vanish, *Admitting*
Faustina L. Villaroel, *Information Resources*
Mary A. Waldron, *Bacteriology*
Susan K. Wasak, *Admitting*
Bernice E. Weeks, *Nursing*
Joan G. Wharton, *Nursing*
J. William Worden, *Psychiatry*
Rita D. Zielstorff, *Medicine*

FOR TWENTY YEARS

Nancy M. Aguilar, *Nursing*
Mary E. Albrecht, *Nursing*
Christine M. Alejunas, *Dermatology*
Gabrielle L. Alexandre, *Dietetics*
Ellen J. Anderson, *Institute of Health Professions*
Adelina R. Apura, *Chemistry*
Margaret A. Arneaud, *Radiology*
Dorothy J. Bakon, *Dietetics*
Arthur J. Barsky, III, *Psychiatry*
Jacqueline D. Bastille, *Treadwell Library*
Carl J. Baxter, *Nursing*
David P. Beech, *Pathology*
William R. Bell, *Information Resources*
Jerrold G. Bernstein, *Psychiatry*
Irma A. Betancourt, *Nursing*
Paul S. Blachman, *Neurology*
Kim M. Bolton, *Nursing*
Angelo Bordonaro, *Buildings and Grounds*
Richard J. Bowe, *Buildings and Grounds*
Irene M. Brouillard, *Blood Transfusion Service*
Marlene J. Brown, *Hematology*
Phyllis F. Brown, *Surgery*
Suzanne M. Burke, *Nursing*
John Burt, *Nursing*
Mary A. Byrne, *Information Resources*
Francis J. Call, *Pharmacy*
Josephine E. Call, *Medical Records*
Anita L. Carew, *Nursing*
Charles T. Carter, *Orthopaedics*
Jesula Cazeau, *Nursing*
Marie G. Champagne, *Nursing*
Cloraine N. Chery, *Nursing*
Marie H. Clark, *Dermatology*
Marie A. Clement, *Nursing*
Linda Coburn, *Hematology*
Dianne Crawford-Flemming, *Surgical Associates*
Barbara A. Curran, *Nursing*
James K. Davison, *Anesthesia*
Sheila L. Dear, *Pathology*
Evelyn M. Deberardinis, *Radiology*
Ahzella DeCosta, *Dietetics*
Feliciano DelValle, *Materials Management*
Eileen Dolan, *Nursing*
Jean M. Donovan, *Nursing*
Karen Doppke, *Radiation Oncology*
Marie G. Dorisca, *Environmental Services*
Gerald J. Doyle, *Medicine*
Jennifer F. Dubose, *Blood Transfusion Service*
Victoria Dudley, *Dietetics*
Owena O. Dunn, *Dietetics*
Mayard Elysee, *Materials Management*
Joanne Emrich, *Fiscal Affairs*
Edward R. Epp, *Radiation Oncology*
Eileen M. Farrell, *Utilization Management*
Charlene A. Feilteau, *Nursing*
Betty M. Fillios, *Nursing*
Theresa Flynn, *Infectious Disease*
Gertrud Fondren, *Orthopaedics*
Emelina R. Frederick, *Dietetics*
Janice C. Fyfield, *Medical Clinics Complex*
G. Gregory Gallico, III, *Surgery*
Margie M. Gallo, *Surgical Associates*
Eileen Gardner, *Nursing*
Josie M. Garrett, *Nursing*
Suzanne M. Gautreau, *Vascular*
Gillian A. Geffin, *Surgery*
Norine M. Gentner, *Nursing*
Joacy Gerton, *Environmental Services*
Allan H. Goroll, *Medicine*
Karen E. Gould, *Fernald School*
Peter L. Gross, *Medicine*
Marie C. Guerrier, *CSR*
John M. Harris, *Nursing*
Elise C. Hauenstein, *Endocrine*
Elizabeth Heinz, *Environmental Services*
Daniel G. Heller, *Pediatrics*
Etta M. Henry, *Orthopaedics*
Donald W. Herd, *Chemistry*
David C. Hooper, *Medicine*
Janet E. Hoskin, *Nursing*
Ella F. House, *Nursing*
Roberta G. Huffman, *Surgical Research*
Robert C. Irgens, *Fiscal Affairs*
Lucy M. Jackson, *Nursing*
Linda Jennings, *Hematology*
Nancy A. Juliano, *Nursing*
Josef L. Junek, *Respiratory Care*
Ban An Khaw, *Medicine*
Helen M. Kiddy, *Psychiatry*
Maryanne Kiely, *Nursing*
Mary Etta E. King, *Pediatrics*
Jerome O. Klein, *Pediatrics*
Maryann Koloski, *Chelsea Health Clinic*
Kerstin Korpi, *Nursing*
Nicholas D. Kouretas, *Psychiatry*
Kristin J. Kuehnle, *Psychiatry*
Harvey J. Lander, *Neurology*
Veronique Laurette, *Environmental Services*
William B. Latta, *Anesthesia*
Laureston A. Layne, *Radiology*
Martin E. Leber, *Pediatrics*
Clara Lee, *Nursing*
Yhu-Hsiung Lee, *Pediatrics*
Paul B. Lindquist, *Nursing*
Gilbert Litalien, *Vascular Lab*
Diana L. Logan, *Surgery*
Carlos M. Lourenco, *Environmental Services*
Eunice Lydon, *Radiology*
Evelyn A. Lynes, *Nursing*
David T. MacLaughlin, *Gynecology*
John H. Madden, *Fiscal Affairs*
Carol D. Marcotte, *Nursing*
Margaret Y. Marino, *Nursing*
Charles A. Marotta, *Psychiatry*
Joan K. Martin, *Nursing*
Robert L. Martuza, *Neurosurgery*
Sinclair A. Maycock, *Environmental Services*
Dorothy L. Mayers, *Nursing*
Marilyn F. McGrath, *Blood Transfusion Service*
Anna M. McGuigan, *Surgical Associates*
Ruthellen McKinnon, *Surgery*
Kenneth A. McKusick, *Radiology*
Donna Miller, *Social Service*
Wm Emanuel Minichiello, *Psychiatry*
Joseph J. Monaco, *Buildings and Grounds*
Joan Monahan, *Social Service*
Mary M. Morgan, *Lab of Computer Science*
David B. Mosher, *Dermatology*
Annetta L. Murphy, *Anesthesia*
Walter J. Moulaison, *Nursing*
George B. Murray, *Psychiatry*
Marlene E. Norton, *Nursing*
Madeline M. O'Donnell, *Nursing*
Thomas D. O'Donnell, *Information MGH*
Lauriane P. O'Leary, *Chelsea Health Clinic*
Mary E. O'Leary, *Nursing*
Terrence A. O'Malley, *Medicine*
Paul S. O'Neil, *Chemistry*
Andre J. Ouellette, *Surgery*
Paul A. Palermo, *Fiscal Affairs*
Paul P. Pappagianopoulos, *Pulmonary*
Dale F. Parechanian, *Materials Management*
Rita Y. Parent, *Nursing*
Ben Z. Pilch, *Pathology*
Joan B. Priest, *Nursing*
Janice C. Prime, *Nursing*
Marie D. Rateau, *Radiology*
James T. Rhea, *Radiology*
Virginia A Richmond, *Medical Records*
Dorothy M. Roberson, *Nursing*
Michael Rosenblatt, *Medicine*
Nancy J. Schaeffer, *Medical Oncology*
Ann M. Schwartz, *Anesthesia*
Elaine E. Sicotte, *Medical Oncology*
Kelly M. Skipper, *Nursing*
David M. Slovik, *Medicine*
Lois S. Slovik, *Psychiatry*
William J. Somers, *Materials Management*
Willie L. Stephens, *Oral Surgery*
Robert S. Stern, *Dermatology*
Elaine M. Strousky, *Radiology*
Joan G. Stubbs, *Orthopaedics*
Charles G. Swanson, *Nursing*
Susan Thel, *Social Service*
Joanne R. Thistle, *Nursing*
Leonard N. Tochka, *Pedi Microchem*
Kathleen J. Turner, *Radiology*
Susan E. Tyler, *Nursing*
Grace A. Valle, *Psychiatry*
Jack R. Wands, *Medicine*
Barbara J. Warren, *Neurology*
Harold P. Weintraub, *Radiology*
Charles A. Welch, *Psychiatry*
Elsa E. White, *Nursing*
Barbara Wilkes, *Nursing*
Robert A. Wilkinson, *Radiology*
Lee A. Witters, *Medicine*
Paula M. Zingarelli, *Surgical Associates*
Melinda K. G. Zitin, *Pediatrics*
Randall M. Zusman, *Medicine*

FOR FIFTEEN YEARS

Julie J. Ahn, *Medical Records*
Linda J. Ardisson, *Thyroid*
Anthony Barbetta, *Buildings and Grounds*
Mary E. Barbuto, *Surgical Ambulatory Care*
Myron F. Beal, *Neurology*
Kathleen M. Belsky, Medical Records
Eugene V. Beresin, *Psychiatry*
Barbara Berkman, *Social Service*
Harry A. Berman, *Orthopaedics*
Rita S. Berman, *Dermatology*
Gerard Bernier, *Environmental Services*
Neila A. Bettincourt, *Respiratory Care Dept*
Arthur J. Bindman, *Psychiatry*
Stephen Black-Schaffer, *Pathology*
Dyan R. Blewett, *Lab of Computer Science*
Sandre G. Bock, *Bunker Hill*
Maureen A. Bonanno, *Nursing*
Linda M. Boucher, *Nursing*
Deborah L. Boudrow, *Dietetics*
Sharon E. Boyd, *Radiology*
Loretta T. Branch, *Nursing*
Barbara E. Breslau, *Psychiatry*
Irene F. Briggin, *Psychiatry*
Eleanora L. Bryant, *Dietetics*
Beverly A. Buczynski, *Cardiac*
David Buick, *Social Service*
Paula M. Buick, *Nursing*
Leslie Burton, *Nursing*
Margaret M. Callen, *Nursing*
Stephanie Capone, *Social Service*
Rolf I. Carlson, *Gastrointestinal Service*
William D. Carlson, *Medicine*
Daniel B. Carr, *Anesthesia*
Eleanore B. Carrieri, *Nursing*
Margaret A. Cerasuolo, *Professional Billing*
Paul J. Chase, *Radiation Oncology*
Frances B. Clark, *Surgical Research*
Karen J. Clark, *Nursing*
Paula J. Clay, *Nursing*
Richard J. Clune, *Chelsea Health Clinic*
Margaret A. Coleman, *Pediatrics*
Eugene Corbett, *Buildings and Grounds*
Rita M. Correa, *Pathology*
Sandra D. Creaser, *Radiology*
Ingrid R. Crichlow, *Nursing*
Claudia M. Curado, *Nursing*
Paul H. Curtiss, *Orthopaedics*
George W. Dec, Jr., *Medicine*
Veronica C. DeCosta, *Social Service*
Roberta M. Dee, *Nursing*
Kathryn P. DeGenova, *Nursing*
Richard E. DeSimone, *Environmental Services*
Morris A. Diamant, *Radiology*
Marilyn A. DiFonzo, *Information Resources*
Janet E. Doherty, *Nursing*
Donna M. Donnelly, *Nursing*
Samuel H. Doppelt, *Medicine*
Wilner DuBuisson, *Environmental Services*
Kathleen M. Elcox, *Medicine*
Joanne H. Empoliti, *Nursing*
Susan A. English, *Neurology*
Masha Etkin, *Gynecology*
Mary K. Farrell, *PSC Administration*
Stephen J. Fasano, *Orthopaedics*
Seth P. Finklestein, *Neurology*
Anne M. Fiore, *Orthopaedics*
Anndale Fleming, *Radiology*
Mari E. Frauenheim, *Orthopaedics*
Julie M. Freedman, *GID*
Rebecca M. Frost-Carney, *Administration*
Maureen G. Garron, *Children's Medical Service*
Mark C. Gebhardt, *Orthopaedics*
Wendy S. Gerhshlak, *Hematology*
Paula M. Giovinazzo, *Nursing*
Patricia R. Gorham, *Nursing*
Donna B. Greenberg, *Psychiatry*
Elizabeth A. Greene, *Nursing*
Mafilda Guppy, *Inpatient Phlebotomy*
Starford Guppy, *Nursing*
Marilyn Gwinn, *Nursing*
Shelah A. Hall, *Nursing*
Catherine M. Hannigan, *Nursing*
Nancy L. Harris, *Pathology*
Daniel M. Hart, *Information Resources*
Kenrick R. Harvey, *Dietetics*
Ellen J. Helleberg, *Medical Clinics Complex*
John C. Hergenrother, *Radiology*
Eulawn Y. Heron, *Nursing*
David B. Herzog, *Psychiatry*
Sandra M. Hession, *Gastrointestinal Services*
Marie H. Hibbett, *Radiology*
Carolyn C. Hintlian, *Medicine*
Robert Hinton, *Materials Management*
Joanne R. Holden, *Treasurer's Office*
Robin L. Holloway, *Nursing*
Philip S. Holzman, *Psychiatry*
Michele J. Hullum, *Materials Management*
Margaret E. Hynes, *Psychiatry*
Ines M. Jackson-Williams, *Nursing*
Marion I. Jankun, *Nursing*
Rosa M. Johnson, *Chelsea Health Clinic*
Hui-Sun Kao, *Information Resources*
Katherine Keefe, *Nursing*
Maryellen Kelley, *Surgical Associates*
Morris C. Kelley, *CSR*
Kimberly Kent, *Blood Transfusion Service*
Selwyn Kerr, *Environmental Services*
Anne Klibanski, *Medicine*
Edward G. Koski, *Anesthesia*
Richard L. Kradin, *Medicine*
Herbert F. Krohn, *Medicine*
Helen Kulig, *Blood Transfusion Service*
David J. Kuter, *Medicine*
Irene Kuter, *Medicine*
Walter W. Lacey, *Respiratory Care*
Craig Latham, *Psychiatry*
Bruce Laramee, *Cardiac*
Jacqueline J. Lee-Jarmel, *Nursing*
Margaret M. Leger, *Blood Transfusion Service*
Theresa Leone, *Radiology*
Amy D. Levine-Sklar, *Nursing*
Chi-Wei Lin, *Urology*
Linda A. Lineback, *Pulmonary*
Karen B. Lipshires, *Nursing*
Paul D. Lipsitt, *Psychiatry*
Philip C. Litch, *Radiation Oncology*
Catherine A. Looney, *Nursing*
Theresa M. MacDonald, *Nursing*
Debra L. Martori, *Nursing*
George J. McCarron, *Coding & DRG Analysis*
Raymond J. Maciewicz, *Neurology*
Frederick L. Mansfield, *Orthopaedics*
Kathleen A. McCarthy, *Radiology*
Breida McGlame, *Nursing*
Marlene R. Meyer, *Anesthesia*
Kenneth R. Morrison, *Coding & DRG Analysis*
Michael A. Moschella, *Medical Clinics Complex*
Elizabeth A. Murray, *Fernald School*
David M. Nathan, *Medicine*
Janet M. Newman, *Nursing*
Armand M. Nicholi, *Psychiatry*
Britain W. Nicholson, *Medicine*
Victor Nikiforov, *Neurology*
Steven Nisenbaum, *Psychiatry*
Andrea L. Nixon, *Chemistry*
Lynn B. Oertel, *Medical Clinics Complex*
Patrick O'Gara, *Medicine*
Cathanice Ogiste, *Nursing*
Marjorie F. O'Leary, *Nursing*
Dominic Oricchio, *Endocrine*
Barbara M. Owens, *Dietetics*
Lois F. Parker, *Pharmacy*
Patricia Parrelli, *Surgical Associates*
Anetta C. Pierre, *Dietetics*
Gail Pisarcik-Lenehan, *Nursing*
Daniel K. Podolsky, *Medicine*
Mary E. Polio, *Utilization Management*
Roberta A. Pressman, *Psychiatry*
Carlos A. Rabito, *Radiology*
Roberta Raskin, *Nursing*
Donna M. Rassulo, *Nursing*
David W. Rattner, *Surgery*
Jennifer Ray, *Radiation Oncology*
Nancy A. Rigotti, *Medicine*
Jody J. Roberts, *Neurosurgery*
Vincent F. Roberts, *Buildings and Gro[illegible]*

Service Pin Awards

Efrain Rodriguez, *Nursing*
Steven F. Ronner, *Neurosurgery*
Daniel I. Rosenthal, *Radiology*
Michelle Ruggiero, *Surgical Associates*
Linda G. Ryan, *Nursing*
Richard Sacknoff, *Radiology*
Stephen N. Safford, *Respiratory Care*
James W. Sanders, *Dietetics*
Joyce A. Saturley, *Nursing*
Ralph A. Serino, *Buildings and Grounds*
Mary E. Shea, *Nursing*
Jo-Anne Shepard, *Radiology*
Joseph F. Simeone, *Radiology*
McDonald W. Simmons, *Materials Management*
Rickey S. Simmons, *Buildings and Grounds*
Lee S. Simon, *Medicine*
Cynthia D. Soreff, *Psychiatry*
Valerie J. Spicer, *Chelsea Health Clinic*
Diane M. Stenwall, *Radiology*
Gary F. Stephen, *Nursing*
Merline A. Stewart, *Nursing*
Alison C. Strong, *Nursing*
Linda S. Stulgis, *Administration*
Carol A. Sullivan, *Dermatology*
Michael G. Sullivan, *Rehabilitation Medicine*
Patricia M. Sullivan, *Dermatology*
Sharon Sullivan, *Nursing*
Neelakantan Sunder, *Anesthesia*
Lillie R. Tabb, *Radiology*
Jagdish C. Thakral, *Radiation Oncology*
Shirley D. Thomas, *Cardiac*
Maureen S. Thompson, *Nursing*
Jane Thorbeck, *Psychiatry*
Pearl Tibbetts, *Chelsea Health Clinic*
Virginia A. Tibbetts, *Medical Clinics Complex*
Christine Towle, *Orthopaedics*
Katharine Treadway, *Medicine*
Aileen Tubridy, *Nursing*
Michael G. Underwood, *Respiratory Care*
Judith A. Underwood-Deran, *OR Administration*
Francis X. Vacanti, *Anesthesia*
Mariann Vetere, *Nursing*
Marjorie O. Voltero, *Nursing*
Hazel L. Von Rosenvinge, *Oral & Maxillofacial Surgery*
Carolyn L. Washington, *Nursing*
Charles H. Weiss, *Medicine*
Irene W. Welston, *Nursing*
Wendy L. Werner, *Cardiac*
Kurt Westerman, *Human Resources*
Kathleen M. Whelan, *Pathology*
Rose C. Wilkeson, *Nursing*
Annie Wilson, *Anesthesia*
Henderson R. Winstone, *Environmental Services*
Tsunehiro Yasuda, *Radiology*
Christine M. Young, *Radiology*
Rychard J. Zak, *Pedi Microchem*

FOR TEN YEARS

Paul H. Alfille, *Anesthesia*
Barbara Aiello, *Nursing*
Norma M. Alfonso, *Radiology*
Fitzroy A. Andrew, *Environmental Services*
Linda C. Andrist, *Institute of Health Professions*
Lisa J. Arguin, *Respiratory Care*
Joan K. Arsenault, *Language Clinic*
Doris Ayer, *Chelsea Health Clinic*
Maria M. Balboni, *Nursing*
Susan Barisano, *Nursing*
Deborah J. Baron, *Oral & Maxillofacial Surgery*
Michael J. Barry, *Medicine*
Hasan Bazari, *Medicine*
Claire I. Beck, *Nursing*
Dominique H. Bellet, *Medicine*
Michael F. Belton, *Buildings and Grounds*
Jonathan A. Benjamin, *Pediatrics*
Donald M. Berwick, *Pediatrics*
Stephen T. Blanchard, *Radiology*
Paul A. Boepple, *Pediatrics*
Carmelo Bondi, *Surgical Research*
Donna M. Bouley, *Radiology*
Lisa M. Bowers, *Bacteriology*
John J. Boyle, *Orthopaedics*
Stephen J. Brand, *Medicine*
Nancy L. Breen, *Nursing*
John H. Brennan, *Nursing*
Jean R. Brodnax, *Pediatrics*
Sharon M. Brothers, *Nursing*
Edna M. Brown, *Medical Records*
Sheila Brown, *Pediatrics*
Ann M. Bruno, *Radiology*
Karen Bruynell, *Human Resources*
Mary E. Bulman, *Nursing*
Pamela D. Burdette-Miller, *Endocrine*
Marjorie P. Burton, *Chelsea Health Clinic*
Jeanne Bussell, *Orthopaedics*
Roy E. Byington, *Infectious Disease*
Marie C. Caggiano-Yasien, *Cardiac*
Horacio F. Cantiello, *Medicine*
John M. Carolan, *Buildings and Grounds*
Susan J. Carr, *Radiology*
Joan Carrick, *Renal Research*
Kathleen A. Carroll, *Nursing*
Regina M. Cavallaro, *Nursing*
Antonietta Cerbone, *Vascular*
Savann Chen, *Revere Health Clinic*
Hung Q. Chung, *Infectious Disease*
Antonia M. Clark, *Nursing*
Ellen B. Clarke, *Institute of Health Professions*
Herbert E. Cohn, *Pediatrics*
Christopher M. Coley, *Medicine*
Ann Collins, *Medical Clinics Complex*
Colette C. Collinsblackin, *Nursing*
Marylou Costello, *Thyroid*
Karen Costello-Mosh, *Radiology*
Maryann Crowley, *Radiology*
John A. Cunningham, *Surgery*
Eugene H. Curtiss, *Surgery*
Robin D. Delaney, *Radiation Oncology*
Linda K. Dellarusso, *Information Resources*
Richard W. Dodds, *Pediatrics*
Patricia A. Donovan, *News and Archives*
Anne M. Doonan, *MGH Health Associates*
Patricia M. Doyle, *Medical Clinics Complex*
Anne E. Driscoll, *Nursing*
Kim A. Eagle, *Medicine*
Marlene R. Eckstein, *Radiology*
Pamela L. Enders, *Psychiatry*
Anita Feins, *Pediatrics*
Judith A. Ferry, *Patbology*
Pauline A. Filipek, *Neurology*
Joel S. Finkelstein, *Medicine*
Janet L. Finn, *Professional Billing Office*
Judith S. Fisch, *Medicine*
Christine E. Fitzgerald, *Nursing*
Cynthia M. Fitzgibb[illegible] *Spiritis Unit*
Joan B. Fitzmaurice[illegible] *ng*
Jane M. Flanagan, *Nursing*
Anne B. Fonseca, *Nursing*
Jane M. Fontana, *Nursing*
Harry E. Ford, III, *Psychiatry*
Leslie A. Frank, *Nursing*
Paul P. Gartland, *Nursing*
Karen A. Geraci, *Nursing*
Judith Gibian, *Nursing*
Anne Gilson, *Nursing*
Michael L. Gittens, *Buildings and Grounds*
Joy L. Goldenberg, *Radiology*
Byron J. Good, *Medicine*
Mary Jo Good, *Medicine*
Nancy J. Goode, *Rehabilitation Services*
Patricia Grogan, *Nursing*
Edward S. Gross, *Pediatrics*
Jeanette M. Gunther, *Psychiatry*
Daniel A. Haber, *Medicine*
Peter J. Halperin, *Psychiatry*
Paul Hamburg, *Psychiatry*
Susan M. Hanefant, *Nursing*
Patricia R. Hanson, *Nursing*
Theresa P. Harrigan, *Nursing*
Patricia A. Harron, *Respiratory Care*
Emily M. Hayden, *Nursing*
Gale S. Haydock, *Medicine*
Neville L. Henderson, *Environmental Services*
Wendy J. Hobbs, *Neurology*
Karen M. Hoenig, *Neurology*
Hartley Holden, *Cardiac*
Richard F. Horan, *Dermatology*
Marie E. Horgan, *Cancer Center*
Martin I. Horowitz, *Pediatrics*
Helen M. Hubbard, *Orthopaedics*
Mildred G. Hudson, *Orthopaedics*
Zofia Jansen, *Environmental Services*
Anne O. Jensen, *Cardiac*
Barbara A. Jones, *Cardiac*
Marian E. Jones, *Nursing*
Virginia M. Jordan-Hoar, *Nursing*
Ellis H. Katz, *Psychiatry*
Eva R. Kehoe, *Pediatrics*
Barbara R. Kelley, *Chelsea Health Clinic*
Linda K. Kelly, *Nursing*
Norma L. Kelly, *Nursing*
Ann M. Kennedy, *Nursing*
Richard J. Kim, *Information Resources*
Edward J. Kingston, *Environmental Services*
Sandra D. Kirley, *Urology*
Janice B. Knight, *Information Resources*
Fulton C. Kornack, *Orthopaedics*
Ilana E. Kraus, *Pediatrics*
Kathryn C. Lafionatis, *Nursing*
Sandra J. Laft, *Chelsea Health Clinic*
Randall B. Lauffer, *Radiology*
Leroy S. Lavine, *Orthopaedics*
Joan M. Lebel, *Pediatrics*
Robert M. Levenson, *Pediatrics*
Robert A. Levine, *Medicine*
Andrew B. Littman, *Psychiatry*
John L. Locke, *Institute of Health Professions*
Gwilym S. Lodwick, *Radiology*
Princess L. Lomax, *Dietetics*
Janice A. Lowe, *Pediatrics*
Alice Luongo, *MGH Imaging Center*
Dorothea A. Macrina, *Surgical Associates*
Carol Mahoney, *Nursing*
Frank E. Maltais, *Radiology*
Karen Manning, *Nursing*
Mary Ellen F. Manning, *Medicine*
Etheline L. Marcelle, *Nursing*
Kathleen H. Martin, *Chemistry*
John E. Mathews, *Psychiatry*
Barbara J. McCann, *Professional Billing*
Noreen T. McCarthy, *Nursing*
Barbara J. McDade, *Cardiac*
Mary L. McDonough, *Nursing*
Dena M. McFadden, *Pediatrics*
Francis J. McGovern, *Urology*
Patricia McGrail, *Nursing*
Dawn J. McLaughlin, *Nursing*
Phyllis McNally, *Radiation Oncology*
Patricia M. McNamara, *Nursing*
Christine L. McNamara-Jae, *Nursing*
Margaret Michaud, *Treadwell Library*
Norman A. Michaud, *Dermatology*
Karen L. Miguel, *Nursing*
Richard A. Miller, *Anesthesia*
Ronald P. Monroe, *Radiology*
John Moore, *Radiology*
Lorraine L. Morse, *Information Resources*
Mark B. Moss, *Anesthesia*
Sharon Mrakovich, *Psychiatry*
Derek D. Muehrcke, *Surgery*
Sandra L. Murphy, *Nursing*
Ellen T. Nadeau, *Nursing*
Mary V. Nelson, *Nursing*
Elaine B. Noonan, *Nursing*
Harry W. Orf, *Molecular Biology*
S. V. Papagni, Revere Health Clinic
Mary M. Papagno, *Chelsea Health Clinic*
Ellen J. Paquette, *Nursing*
Frank J. Pesanello, *Buildings and Grounds*
Rosemarie T. Phillips, *Chelsea Health Clinic*
Allan E. Pineda, *Medicine*
Robin L. Polansky, *Orthopaedics*
Raymond Puntoni, *Dietetics*
Vijaya Ramesh, *Neurology*
Cynthia S. Rankin, *Psychiatry*
Olga I. Reed, *Credit and Collections*
Susan S. Resler, *Dietetics*
Jeffrey A. Rickers, *Blood Transfusion Service*
Mary L. Ries, *Reading Disabilities Unit*
John J. Roderick, *Environmental Services*
Gilbert A. Roy, *Infectious Disease*
Carol A. Ruprecht, *Nursing*
Lisa K. Russell, *Neurology*
Celestia A. Ryans, *Blood Tranfusion Service*
Gary S. Sachs, *Psychiatry*
Alvento Sauls, *Anesthesia*
Judith M. Scheer, *Medicine*
Janet L. Schwaner, *Pediatrics*
Marc J. Semigran, *Medicine*
Martha R. Sergel, *Nursing*
Alfred C. Server, *Neurology*
Patricia Short, *Surgical Associates*
George L. Siegel, *Pediatrics*
Susan G. Skea, *Psychiatry*
Patricia E. Slattery, *Volunteers*
Lila-Moore Stanton, *Cardiac*
Sandra L. Sumner, *Institute of Health Professions*
Amy A. Sweigenberg, *Psychiatry*
David M. Systrom, *Medicine*
John S. Taub, *Pediatrics*
Ann Elizabeth Taylor, *Medicine*
Cheryl A. Tierno, *Blood Transfusion Service*
Carolyn B. Tolman, *Nursing*
John F. Tomera, *Anesthesia*
Virginia C. Tosney, *Neurology*
Mary A. Ungaro, *Medical Practice*
Charles A. Vacanti, *Anesthesia*
Jose G. Venegas, *Biomedical Engineering*
Halyna L. Vitagliano, *Psychiatry*
Christine S. Watkins, *Nursing*
Marie P. Webster-DelGizzo, *Nursing*
Van J. Wedeen, *Radiology*
Benson J. White, *Nursing*
Carla White, *Psychiatry*
Kathleen J. White, *Nursing*
Nancy M. White, *Nursing*
Doreen H. Wilson, *Nursing*
Marian A. Wilson, *Nursing*
Harland S. Winter, *Pediatrics*
Johnson T. Wong, *Medicine*
Lisa Mein-Inn Wong, *Pediatrics*
Lisa Witham, *Anesthesia*
Scott Yates, *Orthopaedics*
Linda M. Younker, *Nursing*
Luba Zagachin, *Pathology*
Linda S. Zamvil, *Psychiatry*

FOR FIVE YEARS

Linda J. Abate, *Chelsea Health Clinic*
Alexandra Adams, *Social Service*
Mark Adams, *Cardiac*
Mary E. Adams, *Radiology*
John A. Agri, *Buildings and Grounds*
Tonya N. Alexander, *Admitting*
Ida K. Allen, *Dietetics*
John W. Allen, *Medical Clinics Complex*
Shelly H. Amira, *Medicine*
Lillian V. Ananian, *Nursing*
Michael J. Anderegg, *Fiscal Affairs*
Darnell M. Andersen, *Environmental Services*
Susan F. Anderson, *Treadwell Library*
Jacques Andre, *Environmental Services*
Nancy Annis, *Nursing*
Elizabeth A. Anzalone, *Children's Medical Service*
Mario Arcega, *Environmental Services*
Adele B. Ardolino, *Cardiac*
Migdalia Arocho, *Chelsea Health Clinic*
Richard A. Attridge, *Information Resources*
Loregene Avril, *Environmental Services*
Phillip R. Bailey, *Communications*
Kristin E. Baker, *Thyroid*
Babak M. Bakhtiari, *Radiology*
Elizabeth Bandura, *Blood Transfusion Service*
Anthony L. Banks, *Cardiac*
Kate A. Barba, *Nursing*
Susan Bardzik, *Nursing*
Winifred I. Barnard, *Patient Care Reps*
Roxanne S. Barnett, *Nursing*
Carol M. Barnstead, *Radiology*
Lorrayne Barrantes, *Dermatology*
Wallace E. Barrows, *Radiology*
Josephine Bartie, *Nursing*
Vera P. Bartolo, *Inpatient Phlebotomy*
Ann M. Bass, *Chemistry*
Janis Bassett, *Accounting*
Ignacio Batista, *Environmental Services*
Diane P. Beer-Kinnaird, *Medical Records*
Susan L. Belton, *Nursing*
Melvin Beniquez, *Environmental Services*
Ellen M. Bennett, *Nursing*
Anthony L. Benson, *Environmental Services*
Kathryn M. Best, *Nursing*
Renee Bigaud, *Social Service*
William R. Bingham, *Chelsea Health Clinic*
Theodore A. Bischoff, *Pharmacy*
Kenneth A. Bishop, *Chemistry*
Linwood B. Bishop, *Ambulatory Care*
David Bloch, *Environmental Services*
Rosemary Blunt, *Environmental Services*
Mauricio Bodden, *Environmental Services*
Andrea N. Boivin, *Radiology*
Rachel E. Boody, *Surgical Associates*
Karen V. Booker-Ciampa, *Nursing*
Gae A. Bosse, *Occupational Therapy*
Michelle J. Bouchard-Murphy, *Nursing*
James Bowen, *Radiology*
Bette A. Bowler, *Nursing*
Maureen Boyce, *Nursing*
Karen Boyd, *Nursing*
Lorenzo M. Boyd, *Security*
Maryann Bozza, *Transplant Bio. Res. Ctr.*
Richard E. Braga, *Buildings and Grounds*
Anne M. Brandl, *Nursing*
Gail Brennan, *Nursing*
Victoria Brideau, *Nursing*
Holly F. Brink, *Radiology*
Albert F. Brooks, *Environmental Services*
Fitzroy Brown, *Environmental Services*
Lynette Brown, *Dietetics*
Wilby L. Brown, *Materials Management*
Leonard N. Browne, *MGH Surgical Associates*
Nancy S. Bryant, *Medical Walk-In Unit*
Dominic P. Bua, *Dermatology*
Beverly L. Budd, *Biomedical Technical Support Group*
Kathleen M. Burke, *Communications*
Michele Burns, *Neurology*
Darcy H. Burrell, *Nursing*
Jimmy Caban, *Environmental Services*
Giuseppe Cacia, *Buildings and Grounds*
Anne M. Cademenos, *Resources and Development*
Louis P. Cajou, *Environmental Services*
Maria D. Calla, *Nursing*
Sonia I. Callahan, *Chemistry*
Kristin E. Cambria-Shaw, *Research Administration*
Pauline Cameron, *Nursing*
Janice Cameron-Calef, *Nursing*
Barbara A. Campbell, *Nursing*
Claire J. Capeless, *Nursing*
Donna M. Carey, *Nursing*
Elizabeth L. Carey, *Nursing*
John J. Carlozzi, *Buildings and Grounds*
Kelly A. Carmichael, *Pharmacy*
Brenda Carrera, *Orthopaedics*
Jean M. Carrington, *Dietetics*
June M. Carroll, *Employee Health Service*
Evelyn Carromero, *Chelsea Health Clinic*
Gail P. Carson-Fernandes, *Nursing*
Maria Cartagena, *Environmental Services*
Willie Carter, *Materials Management*
Andrea Casalini, *Respiratory Care*
William J. Casey, *Urology*
Barbara J. Cashavelly, *Nursing*
Marcello A. Castellano, *Pedi Microchem*
Carolyn A. Cavanaugh, *Nursing*
Patrick Cawley, *Buildings and Grounds*
Martin M. Cerier, *Thyroid*
Ernst Cetoute, *Nursing*
Errol A. Chambers, *Parking and Commuter Services*
[illegible]ia Champagne, *Radiology*
[illegible]Champagne, *Radiology*
[illegible]ey Champagne, *Radiology*
Charles D. Chandler, *Nursing*
Maria D. Chandler, *Nursing*
Sou F. Che-Fong, *Animal Farm*
Alec H. Cheloff, *Information Resources*
J. M. Cherry, *Molecular Biology*
Kirsten L. Chervinsky, *Nursing*
Mary Chesson-DeLoatch, *Nursing*
Joanne M. Chicos, *Professional Billing*
James P. Chingos, *Clinical Administration*
Richard Chipman, *Respiratory Care*
Lincoln Christmas, *Dietetics*
Holly Y. Chueh, *Utilization Management*
Anna L. Churchill, *Professional Billing*
Robbin L. Cleary, *Endocrine*
Lizabeth Cline, *Nursing*
Patricia C. Coffey, *Nursing*
Christopher H. Colecchi, *Medical Oncology*
Deidra Coleman, *Psychiatry*
Ellyn P. Collins, *Nursing*
Kenneth R. Columb, *Orthopaedics*
Barbara Comeau, *Information Resources*
Martha K. Conant, *Molecular Biology*
Patricia J. Concannon, *Revere Health Center*
Mary T. Condon, *Nursing*
Judith A. Connell, *Nursing*
Mary M. Connolly, *Nursing*
Marie Contrado, *Pathology*
Karen M. Convery, *General Medicine*
Kathryn Conway, *Nursing*
Kathleen A. Cook, *Administration*
Ann M. Corcoran, *Nursing*
Gail E. Corey, *Professional Billing*
Maria Correia, *Pharmacy*
Janet Costa, *Pathology*
Ronald Costello, *Parking and Commuter Services*
Linda Cotto, *Fiscal Affairs*
James R. Cotton, *Environmental Services*
Leonard G. Cotton, *Materials Management*
Donna Coveney, *Nursing*
Sally H. Cowles, *Neurology*
Paul B. Craigie, *Radiology*
George T. Crim, *Dietetics*
Laura A. Croak, *Chelsea Health Clinic*
David P. Cronan, *Office of Legal Counsel*
Deborah Crosby, *Nursing*
Barbara A. Crosscup, *Surgical Amb. Care*
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Sandra Darden, *Nursing*
Yuri Dashevsky, *Respiratory Care*
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Susan Dellasandro, *Medical Records*
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Gerald W. Doherty, *Respiratory Care*
Renvil A. Doman, *Environmental Services*
Carolyn F. Donohoe, *Radiology*
Paula L. Dooley, *Radiology*
Sandra A. Doveikis, *Bacteriology*
Kathy A. Doyle, *Nursing*
Theresa Doyle-Creamer, *Nursing*
Yolanda R. Dozier, *Nursing*
Margaret M. Drake, *Bunker Hill*
Lisa A. Drew, *Blood Transfusion Service*
Karen A. Driscoll, *Radiology*
Patricia A. Driscoll, *Radiology*
Cathleen I. Duffy, *Pedi Microchem*
Sheila M. Duffy, *Nursing*
Michele Duggan, *Chemistry*
Chandra D. Dunbar, *Dietetics*
Sandra L. Dunn, *Respiratory Care*
Michelle J. Duran, *Cardiac*
Evelyn Dwyer, *Environmental Services*
Nancy O. Dyer, *Nursing*
Grace S. East, *Rehabilitation Medicine*
Gwendolyn M. Ellis, *Nursing*
Mary F. English, *Nursing*
Karen M. Eschenbach, *Administration*
Theodore Etchings, *Radiology*
Jane Fallis, *Nursing*
John L. Fallon, *Emergency Ward*
Scott D. Farren, *Nursing*
Antonio Farris, *Animal Farm*
Jose A. Feliz, *Safety Office*
Adele D. Fiandaca, *Human Resources*
Terry S. Field, *General Medicine*
Lupe Figueroa, *Environmental Services*
Neil A. Finlayson, *Buildings and Grounds*
Kelly L. Fitzpatrick, *Cardiac*
Donna L. Flammini, *Fiscal Affairs*
Eileen Flanagan, *Nursing*
Pablo Flores, *Materials Management*
Christine M. Flynn, *Resources and Development*
Doreen M. Flynn, *Radiology*
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Sheila A. Foresta, *Chelsea Health Clinic*
Raymond C. Francis, *Materials Management*
Ralph Frazier, *Information Resources*
Guy J. Fredette, *Buildings and Grounds*
Michael M. Fredrickson, *Pathology*
Cathryn C. Friedman, *Nursing*
Joan M. Fujiyoshi, *Nursing*
Alice M. Fuller, *Gynecology Associates*
Geralding L. Furlong, *Research Administration*
Leslie A. Furtado-Enos, *Thyroid*
Susan E. Gallagher, *Fiscal Affairs*
Peter M. Gallitano, *Chemistry*
Michael Gallivan, *Nursing*
Nancy C. Gambino, *Information Resources*
Doris Garner, *Fiscal Affairs*
Joann Garofalo, *Nursing*
Theresa Garvey, *Surgical Associates*
Anna Gasior, *Ambulatory Care*
Joseph Gatto, *Communications*
Donna Gay, *Medical Records*
Cheryl A. Gear, *Environmental Services*
Gail A. Gelep, *Nursing*
Nancy R. Gentile, *Radiology*
Arnold George, *Biomedical Engineering*
Patricia George, *Fiscal Affairs*
Deborah L. Georgenes, *Patient Financial Services*
Jean Gervais, *Dietetics*
Mary L. Gervino, *Fiscal Affairs*
Mary J. Gianatassio, *Research Administration*
Dina Giglio, *Emergency Ward*
Linda M. Gilbrook, *InPatient Phlebotomy*
Hugh G. Gill, *Security*
Stephanie Gill, *Nursing*

Leah R. Giunta, *Gynecology Associates*
Sharon K. Givens, *Communications*
Bonnie K. Godas, *Psychiatry*
Tara J. Golini, *Women's Health Assoc.*
Cheryl A. Gomes, *Nursing*
Felicity A. Goodridge, *Admitting*
Charlene Gorden, *Nursing*
Maria F. Gorham, *Blood Transfusion Service*
Louis F. Gourdet, *Environmental Services*
Susan J. Grabar, *Nursing*
John K. Graham, *Radiology*
Pierre R. Grandoit, *Environmental Services*
Katheryn L. Gray, *Treasurer's Office*
Marie Green, *Environmental Services*
AnneMarie Gregg, *Endocrine*
Donna M. Gregory, *Nursing*
Patricia A. Grella, *Nursing*
Leigh Griffin, *Radiology*
Fred Grillo, *Pathology*
Maryellen P. Grimley, *Nursing*
Lisa A. Guiney, *Neurology*
Judith A. Gullage, *Nursing*
Nancy A. Habib, *Human Resources*
Cheryl C. Hadri, *Emergency Ward*
Teresa C. Haire, *Animal Farm*
Barbara L. Hall, *Dietetics*
Diane L. Hall, *Nursing*
William N. Hall, *Nursing*
Mary E. Hallisey, *Nursing*
Suzanne M. Hally, *Nursing*
Gerard J. Hamel, *Blood Transfusion Service*
Julie A. Hamilton, *Nursing*
Karl Hanson, *Security*
Deborah A. Harrison, *Nursing*
Marion L. Hart, *Nursing*
Virginia C. Hartunian, *Institute of Health Professions*
Elizabeth A. Harvey, *Children's Medical Service*
Sheryl A. Hassett, *Nursing*
Agnes M. Haverty, *Pediatrics*
Barbara J. Hawley, *Social Service*
Andrea Haye-Lewis, *Nursing*
Virginia M. Hayes, *Information Resources*
Jonell R. Haynes, *MGH Health Associates*
Leila Haywood, *Gynecology Associates*
Edmond R. Hazell, *Environmental Services*
Elizabeth A. Helmar, *Radiology*
Joseph Hennessey, *Materials Management*
William E. Hennessey, *Information Resources*
Myra J. Henning, *Pulmonary*
Ann E. Hernandez, *Blood Transfusion Service*
Giovanni Hernandez, *Environmental Services*
Herberto Hernandez, *Security*
Mei Y. Ho, *Animal Farm*
John Hogan, *Chelsea Health Clinic*
Mary Hollingsworth, *Information Resources*
Gilbert U. Hoss, *Pharmacy*
Derrick Houston, *Materials Management*
Jonathan J. Houston, *Information Resources*
Elizabeth Howard, *Pharmacy*
Jennifer G. Hoyda, *Nursing*
Chung Hsu, *Buildings and Grounds*
Xiang C. Huang, *Endocrine*
Tracey E. Hubbard, *Orthopaedics*
Ivy Hughes, *Environmental Services*
Annette M. Hussey, *Nursing*
Donna M. Ineson, *Nursing*
Brenetta Y. Ingram, *Treadwell Library*
Michael E. Ingrassia, *Molecular Biology*
Daniel L. Irgens, *Buildings and Grounds*
Rico Isidoro, *Security*
James E. Israel, *Medical Walk-In Unit*
Jeanette R. Ives, *Nursing*
Margaret E. Jackson, *Social Service*
Pamela J. Jackson, *Nursing*
Margaretha Jacobson, *Neurology*
Eileen M. Jefferson, *Nursing*
Paula Jeffrey, *Radiology*
Deborah J. Jellow, *Medical Clinics Complex*
Teresa Joe, *Blood Transfusion Service*
Chalane L. Johnson, *Medical Clinics Complex*
Mary E. Johnson, *Radiology*
Kamala T. Jones, *Nursing*
Sheila Jones, *Rehabilitation Medicine*
Carmela A. Julianello, *Radiology*
Diana J. Jurczak, *Nursing*
Donald E. Jutras, *Buildings and Grounds*
Caren Kachoris, *Medicine*
Joan M. Kane, *Fiscal Affairs*
Mark W. Kaplan, *Pharmacy*
Jayne M. Kassel, *MGH Cancer Center*
Denis E. Keefe, *Nursing*
Patricia Keigney-Rodrigu, *Fiscal Affairs*
Barbara A. Kelly, *Bunker Hill*
Camille J. Kenton, *Radiology*
Kelly A. Keough, *Nursing*
Staci K. Kerrigan, *Neurology*
Laurie Keyes, *Nursing*
Mary L. Kindman, *Nursing*
Doreen P. Klee, *Nursing*
Ann M. Kolek, *Nursing*
Andrew M. LaBand, *Information Resources*
Edouard Labbe, *InPatient Phlebotomy*
Salvador A. Lainez, *Environmental Services*
Brenda E. Laing, *InPatient Phlebotomy*
Denise LaMeiras, *Nursing*
Deidre M. LaMusta, *Nursing*
Michelle A. Landry, *Nursing*
Rita A. Lane, *Communications*
Elizabeth Lang-Holmes, *Human Resources*
Susan Langham, *Blood Transfusion Service*
Martha A. LaPosata, *Medicine*
Robert E. LaRocque, *Radiology*
Maudell L. Laurent, *Fiscal Affairs*
Cheryl C. LaVallee, *Social Service*
Alison K. Lawrence, *Nursing*
Nhan B. Le, *Pedi Microchem*
Jeannine M. LeBlanc, *Information Resources*
Francis Lee, *Radiology*
Pin S. Lee, *Pharmacy*
Debora A. Lentini, *Fiscal Affairs*
James C. Leonard, *Security*
Carolyn B. Lewis, *Dietetics*
Judith A. Lewis, *Institute of Health Professions*
Yan P. Li, *Animal Farm*
Zhuan D. Li, *Animal Farm*
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Robert Loder, *Pharmacy*
Christopher W. Lofgren, *Chemistry*
Vancia G. Logan, *Admitting*
Norma D. Longmore, *Nursing*
Edgardo Lopez, *Environmental Services*
N. Avis Loring, *Radiology*
Jacqueline Lucas, *Nursing*
Linda C. Lundblad, *Nursing*
Julie M. [illegible]ren, *Radiology*
Karen [illegible]om, *Nursing*
Linda M. Lunn, *Radiology*
Maryann Lupi, *Nursing*
Eugenia M. MacDonald, *Nursing*
Arch MacInnes, *Resources and Development*
James MacInnis, *Environmental Services*
Carolyn P. Madell, *Nursing*
Kathleen A. Maffa-Krailo, *Rehabilitation Medicine*
Geraldine Magaletta, InPatient Phlebotomy
Lilia T. Maghuyop, *Social Service*
Margaret Magraw, *Social Service*
Kerry A. Mahar, *Nursing*
Jane M. Maher, *Occupational Therapy*
Lilieth Malcolm, *Nursing*
Lisa M. Malkin, *Nursing*
Darlene Maloney, *Medical Practice*
Uma Mandavilli, *Surgical Associates*
Michael J. Manfra, *Cardiac*
Eileen M. Manning, *Chelsea Health Clinic*
Vita Marie, *Nursing*
Catherine A. Mark, *Cardiac*
Emma E. Martin, *Fiscal Affairs*
Maureen P. Martinack, *Nursing*
Faith M. Martinez, *Nursing*
Brenda Mastricola, *Nursing*
Victor R. Mata, *Environmental Services*
Margaret A. Matthews, *Environmental Services*
Leo T. Mayer, *Emergency Ward*
Claire L. McCarthy, *Medical Clinics Complex*
Patrick McCarthy, *Institute of Health Professions*
Cathy M. McDonald, *Emergency Ward*
Grace P. McDonald-Smith, *Burn Trauma Service*
Virginia M. McGonagle, *Information Resources*
Jennifer J. McGowan, *Radiology*
John D. McGowan, *Administration*
Julie C. McGrath, *Nursing*
Linda E. McIlvenna, *Anesthesia*
Diane M. McKenna-Yasek, *Neurology*
Mary A. McKinlay, *Revere Health Center*
William A. McKinnon, *Buildings and Grounds*
John P. McLatchey, *Computer Services*
Maryann McLaughlin, *Administration*
Marilyn A. McMahon, *Therapeutic Services*
Yarsemende McMillan, *Dietetics*
Stephen J. McMorrow, *Information Resources*
Sonia McNally, *Nursing*
DonnaMarie McNeil, *Radiology*
Rose M. McNeil, *Radiology*
Gail A. McNulty, *Nursing*
Doreen H. McPherson, Nursing
Carol A. McSheffrey, *Social Service*
Ginna Mendez, *Medical Clinics Complex*
Debra Merrill, *Infectious Disease*
Jacqeuline M. Michaud, *Nursing*
Sedat B. Milcent, *Dietetics*
Concetta G. Mills, *Chelsea Health Clinic*
Joanne M. Minton, *Nursing*
John C. Modos, *Radiology*
Jean E. Mondesir, *Environmental Services*
Kenedy Mondesir, *Radiology*
Micheline Mondesir, *Environmental Services*
Guy Mont-Louis, *Environmental Services*
Jacsome P. Mont-Louis, *Environmental Services*
Candice R. Moore, *Nursing*
Nerci R. Morales, *Environmental Services*
Michael N. Moran, *Dermatology*
Brenda J. Morano, *Nursing*
Rosendo Moreno, *Respiratory Care*
Ethel Morpeau, *Medical Records*
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Kathleen A. Mortimer, *Nursing*
Dianne M. Moschella, *Radiology*
Deborah C. Moss, *Coding & DRG Analysis*
Carol L. Moulaison, *Cardiac*
Holly W. Molton, *Nursing*
Licia N. Mueller, *Cardiac*
Nichola A. Mullen, *Fiscal Affairs*
Lois A. Muller, *Nursing*
Carol M. Murphy, *Bunker Hill Health Center*
Elizabeth A. Murphy, *Psychiatry*
M. Kelly Murphy, *Nursing*
Lael P. Murphy, *Burn Trauma Service*
Margaret Murphy, *Nursing*
Marianne Murphy, *Blood Transfusion Service*
James D. Murray, *Cardiac*
Joyce A. Murray, *Nursing*
Susan C. Murray, *Rehabilitation Services*
Marcus P. Nesto, *Medical Records*
Peter J. Norton, *Buildings and Grounds*
Donna M. Novak, *Chelsea Health Center*
Mary T. Ober, *Cardiac*
Gayle P. O'Book, *Human Resources*
Margaret A. O'Brien, *Psychiatry*
Susan M. O'Brien-Howe, *Nursing*
Anne M. O'Connell, *Nursing*
Marie C. O'Connor, *Nursing*
Joyce A. O'Donnell, *Nursing*
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Tatia L. Oliver, *ACD Administration*
Georgia Olson, *Surgical Associates*
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Mary O'Malley, *Nursing*
Mary O'Meara, *Nursing*
Michelle O'Meara, *Radiology*
Patricia O'Regan, *Nursing*
Landry E. O'Sullivan, *Nursing*
Nelson Orr, *Radiology*
Arcadio Ortiz, *Environmental Services*
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Angela J. Pagliuca, *Utilization Management*
Kenneth L. Paiva, *Radiation Oncology*
Odette M. Palmer-Lee, *Emergency Ward*
Laurie A. Paniagua, *Nursing*
Eva L. Panzera, *Children's Service*
Michele D. Paolino, *Professional Billing*
Arthur Pappas, *Pathology*
Anthony P. Parello, *Respiratory Care*
Colette M. Paris, *Dietetics*
Dorothy F. Parker, *Nursing*
Joseph G. Parker, *Nursing*
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Mradula B. Patel, *Medical Records*
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Lisette Preval, *Nursing*
Christine S. Prysak, *Nursing*
Emilie R. Pugliano, *Research Administration*
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Joy V. Ramos, *Dietetics*
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Carl T. Rollins, *Vascular*
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Alina Sibiga, *Chelsea Health Clinic*
Esther R. Simmons, *Vascular*
Jean W. Simon, *Radiology*
John A. Simpson, *Professional Billing*
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Troy D. Sims, *Environmental Services*
Judith A. Sinsheimer, *Social Service*
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Sylvia S. Small, *InPatient Phlebotomy*
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Anthony Smith, *Orthopaedics*
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Emily W. Smith, *Rehabilitation Medicine*
Eva G. Smith, *Nursing*
Linda A. Smith, *Admitting*
Marcia L. Smith, *Research Administration*
Thomas D. Smith, *Nursing*
Deborah E. Snow, *Rehabilitation Medicine*
Maureen Sonnie, *Human Resources*
Angela R. Sosa, *Renal Research*
Aristea Sougarides, *Nursing*
Jayalakshmi Srinidhi, *Neurology*
Eolar T. Stewart, *Medical Records*
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Kevin Strong, *Respiratory Care*
Paul J. Strong, *Respiratory Care*
Canute C. Stuart, *Radiology*
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Joyce C. Sutherland, *InPatient Phlebotomy*
Kristen R. Sweatman, *Dietetics*
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Chansook Sythandone, *Nursing*
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June Walsh, *Communications*
Kathleen E. Walsh, *Administration*
William J. Walsh, *Buildings and Grounds*
Leonard S. Walters, *Materials Management*
Beatrice E. Warmington, *InPatient Phlebotomy*
Marilyn L. Warner, *Nursing*
Wallace E. Washington, *Parking and Commuter Services*
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Susan J. Weikel, *Nursing*
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Polina Zatsman, *Lab of Computer Science*
Michael R. Zilora, *Information Resources*
Robin E. Zumpfe, *Nursing*

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deathly ill from heart failure, really at the point of death. She ended up having three heart valves replaced and recovering wonderfully," said Dr. Friedlich. A Polish immigrant in her fifties, the patient worked as a cleaning woman at the telephone company. Though her husband had died 10 years earlier, her five daughters all graduated from college. Her youngest was a sophomore in medical school when her mother first met Dr. Friedlich. Several years later Dr. Friedlich attended the youngest daughter's wedding.

"The first dance was for the bride and groom. For the second, the bride asked me to dance, and for the third I danced with her mother," said Dr. Friedlich. "So when I wake up in the middle of the night wondering if practicing medicine is worth it, I remember them and that despite all the 'hassle factors' it is very much worth it."

Stan Bennett, one of 17 employees who received 40-year pins, began as a volunteer in the MGH Photo Lab in 1952. Nine years later he took over the helm of the lab, which has been in the same spot, the Bulfinch basement, since the early 1930s. What began primarily for patient documentation and teaching purposes has grown into a service for the whole hospital. The work in the Photo Lab meets many needs—including research, patient care areas, publicity, passports, portraits, book covers, and slide presentations.

Echoing the views of many employees, Mr. Bennett, who retired last month, commented, "Things are always evolving, the work is stimulating, and the General is a good place to work."

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Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Edi*

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Dr. Frigoletto to lead MGH Obstetrics Division

by Susan R. McGreevey

In a major step towards the reintroduction of obstetrics at the MGH, Frederic D. Frigoletto, Jr., MD, has been named Chief of Obstetrics in the Vincent Memorial Obstetrics/Gynecology Service, the women's care division of the hospital.

"He is one of this country's most distinguished leaders in obstetrics and has an outstanding reputation for patient care," said Isaac Schiff, MD, Chief of the MGH-Vincent Memorial Obstetrics/Gynecology Service. Dr. Frigoletto previously was Chief of Obstetrics and Vice Chairman of Obstetrics and Gynecology at Brigham and Women's Hospital in Boston.

The new position is "an unbelievable opportunity," said Dr. Frigoletto. "I know of no one in my profession who has had the opportunity to start a totally new obstetrical service, especially at a world-class institution like the MGH."

Obstetrics has been the "missing" service at the MGH for about 40 years. In 1991, the decision was made to reinstate obstetrics at the MGH, beginning next year.

"The MGH cannot be a full-service hospital until it offers obstetrics," explained Dr. Schiff. "We are the neighborhood hospital for patients from several areas; but we must send them elsewhere to have their babies. Many women who come here for specialty care—

Dr. Frederic Frigoletto will head the MGH Obstetrics Division.

especially the services of our infertility unit—are frustrated when they cannot continue with their MGH doctors during pregnancy."

Dr. Frigoletto added that many patients are first introduced to an institution through its obstetric service. "When women have their babies at a hospital, they often return there for their child's care and for other services their families may need."

Frigoletto to lead Obstetrics continued on page 2

News and Public Affairs Director Martin Bander retires after 25 years

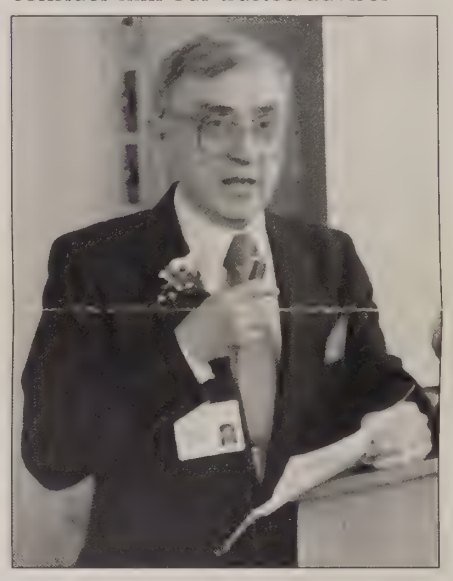
Despite a self-confessed natural shyness, Martin S. Bander has been front and center time and again as spokesman for the MGH for the past 25 years. In spite of this characteristic, unexpected in a public affairs leader, or perhaps in part because of it, he has successfully fulfilled his role as the hospital's chief communicator to the media, the public, and to the staff and employees as Deputy to the General Director and Director of News and Public Affairs.

"I think the fact that he came to me and said 'I'm retiring on November 12' is fairly characteristic of Martin," said General Director J. Robert Buchanan, MD, at a farewell reception in Mr. Bander's honor. "It wasn't a negotiation. It was a statement of fact. It was credible, and it was true, and I think those are characteristics that have marked Martin's service to this institution for 25 years. He has been the voice of the MGH, and it has been a very respected voice."

"When I came here originally in 1968, I thought I'd stay maybe two or three years, and I've heard others say this before," said Mr. Bander at the November 5 reception. "It took about two or three years to really bond, but something happened—the friendships and interchange, the creativity, the intellectual ferment, and the many challenges that this place presents—made me change my mind. Now it's difficult in many ways to leave."

MGH's Chief of the General Surgical Service, W. Gerald Austen, MD, who has been chief for nearly as long as Mr. Bander held his own post, offered his thoughts on Mr. Bander's success from the perspective of the professional staff and General Executive Committee.

"During Martin's long and distinguished career at the MGH, he has earned the respect and the friendship of the hospital's physicians and scientists. We really consider him our trusted advisor



Martin S. Bander

and friend. We have really relied on his wise counsel when dealing with the news media.

"I want to pay a special tribute to Martin's extraordinary ability to translate medicalspeak into terms the general public can understand. This is a skill that has really helped all of the physicians and researchers over the years."

Dr. Austen went on to thank Mr. Bander for "his well known accessibility. The day shift begins in the morning and ends at dinner time. But then after eating here at the hospital, Martin frequently returns to his office for a second shift and rarely leaves the hospital before 10 or 11 pm. Physicians and media alike know they can reach Martin at

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Lions and tigers and bears . . .

While her mother, Suely Amaral, waits, Sarah holds a do given her as part of a new program to comfor hildren in the Emergency Department.

A six-year-old boy is rushed to the MGH after a car accident with a fractured jaw and skull. He is in critical condition. Though unconscious at the site of the accident, he has regained consciousness in the Emergency Department and is wide awake.

Every time the lonely, crying, and frightened child quivers, blood streams more rapidly from his jaw and ears. His mother lies in the adult section of the Emergency Department with a broken back and guilty feelings about the accident.

Into the room steps Suzanne O'Connor, RN, Psychiatric Clinical Nurse Specialist, who presents an armload of toys to the mother for her to pick the one her son will like. Billy loves dinosaurs. So Ms. O'Connor takes a green dinosaur to the boy and tells him it is from his mom and that even though she cannot be with him she is thinking about him. She tells him that his mother wants him to hold the toy and know that she will be with him as soon as she can.

Billy clutches the dinosaur, and for the first time since arriving at the Emergency Department he calms down and falls asleep. While he sleeps a nurse moves the dinosaur to keep it out of the blood. As soon as he awakes, his arms flail about reaching for his new friend until the dinosaur is again placed in his arms and he returns to sleep.

Billy was one of the first children to benefit from an initiative started by Ms. O'Connor in the summer of 1992. She had read about the success police departments had using stuffed animals to comfort lost or hurt children. The MGH is the only hospital in Boston, and

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is believed to be the first in the nation, which has a program to give out stuffed animals to frightened youngsters in the Emergency Department.

Ms. O'Connor was so convinced that the introduction of lovable stuffed animals in the MGH Emergency Department would have a positive impact on patients, families, and staff that she began bringing in toys from her own children. Soon after, others followed suit and stuffed animals rolled into Ms. O'Connor's office. Her collection efforts have been augmented by the MGH Police and Security Department, the Emergency Room team, the Ladies Visiting Committee, a group of New Hampshire students, and members of a temple.

Billy's story illustrates not only how a stuffed animal can comfort a child, but also a way to enhance the parent-child bond at a stressful time. That bond is two-directional. Ms. O'Connor recalls another time that a stuffed animal was used to help a little girl who was not a patient but whose state of mind was of utmost importance.

The girl's mother had been seriously burned in a house fire, which had destroyed the house and all the family's belongings. The seven-year-old girl—who had been playing at a neighbor's house when the fire started—was anxiously awaiting news about her mother. Despite her youth, she understood that her mother was seriously hurt and was upset that she could not see her.

When an Emergency Department nurse presented her with a stuffed toy, she clutched it tightly and smiled. Later, when her mother was transferred to the MGH Burn Unit, the little girl requested that the toy be given to her mother because "she needs it more right now." First a comfort to the child and later a way for her to connect with her mother, the toy took on a greater significance than ever imagined.

Often children brought to the Emergency Department are not injured in life-threatening ways, but they are almost always frightened and anxious. While children checking in for planned hospital visits typically bring a special toy, they are unprepared for emergencies. This increases the need for MGH staff to go the extra step to help make the children as comfortable as possible.

At the MGH, nine of ten children who arrive by ambulance arrive without their parents.

Children and families are not the only ones to benefit from this program. Hospital staff members are better able to interact positively with a sick child if the relationship begins on a positive note. This can help reduce stress, facilitate communication, and improve a child's cooperation.

Establishing such a bond before performing a medical procedure begins an alliance between the staff and the children. Ms. O'Connor notes, for instance, that nurses' work with the children is improved and more enjoyable. More gets accomplished once trust has been built, and the child becomes more of a helper and less resistant. The nurse is no longer perceived as someone who just inflicts pain.

This also helps create a better environment for the nurse to work with the child's parents because they, along with the child, begin to see the caring side of the hospital staff and may be more comfortable knowing there is an emotional connection.

Although toys have been used in hospitals to help explain procedures—putting a cast on a bear's leg the way it will appear on a child's leg—the introduction of stuffed animals in the Emergency Department is a new twist.

"At what may be the most frightening moment of a child's life, a stuffed animal can provide an opportunity to share the intense experience, talk to a companion, be comforted, and develop a closeness and a long-term attachment," said Ms. O'Connor.

An intense attachment can be created between a terrified child and a stuffed animal. The animal is always there and will always have a special meaning. In fact, the staff is asked to allow the child to keep the toy from the Emergency Department, through surgery, to the patient floors, and ultimately home.

Ms. O'Connor is eager to educate other health care workers at the MGH and elsewhere about the importance emotional support plays in a medical situation, especially with children. For instance, nine of ten children who come to the MGH by ambulance arrive without their parents. The parents may be on their way or, if they were injured as well, may have gone to a different hospital.

"I think it's easy for an adult to forget how important a stuffed animal is to a child," said Ms. O'Connor. "It's such an easy thing to do, and it has such a dramatic effect on a child's well being."

New Hampshire students donate 150 stuffed toys to a new MGH program designed to comfort children brought to the Emergency Department.

Frigoletto to lead Obstetrics continued from page 1

The obstetric service will be located in the hospital's newest building, being completed as the final phase in a 10-year inpatient facility renovation program. Outmoded patient care rooms are being replaced, with an overall reduction in patient beds. (A portion of this 14-story building is remaining vacant while the hospital determines the best use for the space in today's changing health-care environment. But floors housing several essential services—including obstetrics—are being completed on schedule.)

Expectant mothers will be able to register for prenatal care at the MGH next summer, and labor and delivery facilities should be ready for patients in November 1994. The unit will include 21 inpatient beds, 11 labor/delivery/recovery rooms, and 2 rooms for cesarean sections. Eventually the division will be able to handle 2,000 deliveries a year.

Patients to be offered care by obstetricians and midwives

Care will be provided by a team consisting of both obstetricians specializing in high-risk pregnancies and midwives, certified professionals (usually nurses) who provide prenatal care and can deliver babies when no problems are anticipated. Dr. Frigoletto noted that such a system offers patients maximum choice.

"We anticipate that most women with no apparent complications will select midwifery. Some will prefer a doctor, and they can choose one of the obstetricians, even though they are low-risk patients," he said. Dr. Frigoletto added that he regards obstetricians and midwives as cooperative colleagues, rather than as competitors. "My conviction is that the two professions are much more similar than dissimilar. There should not be any barriers between the two.

"Indeed, there often needs to be overlap. When a patient who starts in a low-risk category develops a problem during her pregnancy, she can transfer to the care of a high-risk obstetrician and maintain contact with the midwife who initiated her care."

Expectant mothers will be able to register for prenatal care at the MGH next summer, and labor and delivery facilities should be ready for patients in November 1994.

Building a world-class obstetrical team

Over the coming months, Dr. Frigoletto will be assembling the team of specialists who will staff the obstetric division. "Although the service and the facilities will be new, the team will be a group of seasoned professionals who have worked together for a long time," he said.

Among the members of Dr. Frigoletto's Brigham and Women's team who will be joining the MGH staff is Beryl R. Benacerraf, MD, an MGH-trained radiologist who will direct the program in obstetric ultrasound, co-sponsored by the Department of Radiology and the obstetrics/gynecology service. Her colleagues Allan Nadel, MD, and Bryann S. Bromley, MD, will also join the MGH/Vincent group. In addition, Michael F. Greene, MD, will join the group as Director of Maternal/Fetal Medicine, along with his colleague Robert Blatman, MD.

Dr. Frigoletto's research has focused on prenatal diagnosis and treatment of birth defects and other problems affecting infants. Early in his career he participated in some of the first trials of intrauterine blood transfusions to treat Rh negative disease—a potentially fatal condition caused by a blood-group incompatibility between the mother and child. New treatments have greatly reduced this disorder, but some techniques developed have found wider application.

During his 30-year career, Dr. Frigoletto also has been a leader in several research areas, particularly the use of ultrasound (images made with high-frequency sound waves) to diagnose and guide the treatment of certain birth defects. Earlier this year he coauthored a study that showed routine ultrasound screening was not beneficial in low-risk pregnancies.

"The availability of real-time [instantaneous] ultrasound markedly improved our ability to safely

Frigoletto to lead Obstetrics continued on page 4

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all hours, and they often do."

Mr. Bander attained his ability to present medical information effectively from what he refers to as his first career—that of a newspaper reporter. During that tenure, Mr. Bander worked for 14 years at the Rhode Island *Woonsocket Call*, focusing on education and medicine. He was nominated by the Associated Press for a Pulitzer Prize for a 1959 story on bone marrow transplantation, his first medical story. He spent several years at what was then the *Boston Herald-Traveler* and *Boston Sunday Herald*, before coming to the MGH.

Dr. Buchanan, left, presents Martin S. Bander with a gift at his retirement reception.

One of his most difficult, and motivating, experiences at the MGH, involved the parents of a two-year-old leukemia patient. Under chemotherapy the boy enjoyed good health and was essentially free of adverse side effects. But the parents disobeyed a court order to continue medical care and took the boy to Tijuana, Mexico, for unproven laetrille treatments. The boy subsequently died without the chemotherapy. Through the news media the MGH was able to turn the tide of public opinion by a lengthy campaign to demonstrate that half the children treated with chemotherapy were being cured of the most common form of childhood leukemia, the type the boy had.

When people talk about the respect Mr. Bander has earned they are referring not only to his colleagues within the MGH, but those outside of the campus as well.

J. Antony Lloyd, Vice President of Corporate Communications at Beth Israel Hospital, brought the congratulations of Mr. Bander's public relations colleagues.

In what may have been a first at an MGH retirement reception, an oversized television screen brought a video greeting from the media. Dr. Tim Johnson, at first a fixture on Channel 5 in Boston and now the medical correspondent for ABC network news, wished Mr. Bander the best on his retirement.

"This is what I have to say to someone who may be somewhat short of stature, physically speaking, but is absolutely regarded as a giant by those of us who cover the world of medical information," said Dr. Johnson. "Your integrity, your keen intellect, your sly sense of humor—all of those qualities have literally endeared you to those of us who have to deal with this often confusing and chaotic world of medical information. I just wanted to take this chance to very directly and very sincerely congratulate you for your outstanding career."

Herb Black, left, former long-time medical editor of the *Boston Globe*, with Martin S. Bander, who retired on November 12.

In thanking the approximately 250 people who attended, Mr. Bander said: "My belief in the Trustees to choose leaders for the times and faith in the loyal group of people here at the hospital make me optimistic about the MGH weathering the years ahead." Referring to the "rocky future for hospitals because of managed care," Mr. Bander added, "I have one caveat: all hospitals need to learn to bend with the times so that they don't break with the times."

In his remarks Mr. Bander also praised his wife of 24 years, Kay, for her support during the 11 years of commuting from Princeton, New Jersey. He met Kay at the MGH where she was a member of the Administration.

Mr. Bander will consult at the MGH, focusing on the MGH Time-Life Book (Random House) series and on advising his successor, Vice President of Development and Public Affairs, Allen Peckham, during the transition period. But the bulk of his time will be spent away from the hospital he has helped mold for the last 25 years. We wish Mr. Bander well as he embarks on what he is calling his third career, writing books.

MGH builds its network in North Shore communities

The MGH will expand its affiliation with the North Shore Medical Center, emphasizing the development of a network of primary care physicians and managed care initiatives. This strengthens the MGH's already well-established presence as a leading health care provider to the residents of the North Shore community.

"This is a vital step in the MGH's ongoing dedication to developing integrated health networks that we at the MGH see as important to this hospital and its medical staff, our affiliated physicians, and most importantly, the communities and patients whom we serve," said Richard von Rueden, MD, Deputy to the MGH General Director.

The MGH has worked with North Shore Medical Center for decades on physician training programs and other clinical activities. In September 1992, the two organizations signed an affiliation agreement, which set out a number of initiatives, including a program for the evaluation of gynecological oncology patients and access to the MGH Bone Marrow Transplant Program. The newly announced, expanded relationship will better serve a growing number of North Shore residents who look to the MGH, the North Shore Medical Center, and allied physicians for their health care.

"It is only through these types of commitments that rely on economic integration among hospitals and physicians that we can continue to deliver high-quality care while containing costs in this highly competitive environment," said Dr. von Rueden.

MGHers hit the slopes

Another ski season is upon us, and it is already snowing in Ski Country. The MGH Ski Club will kick off its season with a weekend at Killington, Vermont, December 17-19. Other tentatively scheduled trips include weekends in Sugarbush, Loon Mountain, and Sugarloaf. The big, week-long ski trip is scheduled for March 20-27 in Aspen, Colorado. For more information call Lyman Garniss, Information Resources, at 6-9314.

The News Office now

During the search for a new Director of News and Public Affairs, the office will continue its communications work. You are encouraged to call **6-2206** with any media, *MGH News*, or *Hotline* information or questions.

- Media relations will continue to be handled promptly, and **an office representative is available 24-hours-a-day** through the MGH page operator (6-2241) for consultation, advice, and response to the media and the MGH community, as needed.
- The office welcomes **calls and information regarding publication of papers, research activities, clinical care activities, announcements, and other newsworthy items**. You are urged to call the office well in advance of these items so that appropriate coverage can be arranged. Call Ann MacDonald or Michelle Marcella to evaluate the best approach for initiating media coverage.
- ***MGH News*** and ***Hotline*** will continue on a regular schedule. Contact Sue McGreevey (*MGH News*) or Wendy Matarazzo (*Hotline*) with any information or story ideas.
- The office will continue to contact appropriate MGH staff for **media interviews**. Your cooperation and assistance in responding to these requests enhances the hospital's position as an international leader in patient care, research, and teaching.
- The hospital's policy on releasing **patient information** will remain unchanged. To respect the privacy of patients and their families, the hospital releases minimal information about patients. Please refer any media inquiries for patient information to the News Office.

If you have any questions, please contact Allen Peckham, Vice President for Development and Public Affairs, at 4-6401.

In General

G. Gregory Gallico, MD, was recently appointed President of the Massachusetts Society of Plastic Surgeons. Dr. Gallico has been active in the society for many years and was most recently its Treasurer. He has been on the staff at the MGH for 12 years and performs a wide range of cosmetic and reconstructive surgical procedures.

Robert Seger, Director of Coding and DRG Analysis, received the Massachusetts Health Information Management Association's Professional Achievement Award. The award recognizes an MHIMA member who demonstrates an outstanding achievement to the health information management profession in the areas of practice theory or education.

MGH Orthopædic Surgeon **Joseph S. Barr, Jr., MD**, is a new officer of the Cervical Spine Research Society.

William H. Harris, MD, Chief, Hip Implant Service, Orthopædic Department, has returned from flying the MGH flag in Fukuoka, Japan. As President of the International Hip Society, he ran a meeting of the International Hip Society at Kyushu University and then orchestrated a meeting at SICOT, the International Society of Orthopædic Surgery in Seoul, Korea. Both meetings represented an opportunity for orthopedic surgeons from around the world to interchange research and clinical ideas.

Edward Harlow, PhD, MGH Cancer Center, is ranked sixth in a listing of the top 25 molecular biologists/geneticists, based on the number of citations per paper. The survey is in the July/August newsletter of the Institute for Scientific Information (ISI) in Philadelphia. This latest survey ranks investigators by citations per paper published from 1988 to 1992 in a group of 190 molecular biology journals as well as in *Science*, *Nature*, and *Proceedings of the National Academy of Sciences*.

Regina Buckley, Administrative Director of the MGH Physician Referral Service and Executive Registry, appeared as a guest of the Visiting Nurse Association of Boston on their cable television talk show, "A Home Remedy," which aired live on October 19. Ms. Buckley answered a variety of questions about the process of choosing a physician.

Ned Cassem, MD, Chief of the Department of Psychiatry, was chosen as the recipient of the Arthur Sutherland Award by the Memorial Sloan-Kettering Cancer Center Scientific Award Committee, honoring pioneers in psychosocial oncology.

Michael Jellinek, **MD**, Associate Chief of the Department of Psychiatry, was awarded the Simon Wile Award from the American Academy of Child and Adolescent Psychiatry for contributions to the collaborations between child psychiatrists and pediatricians.

Joseph Biederman, MD, Director of Pediatric Psychopharmacology Unit, has received two awards. He received the 1993 Ittleson Award for outstanding research in Child Psychiatry, given by the American Psychiatric Association awarded at its annual meeting in San Francisco in May. Dr. Biederman also received the Regier Award for the best research paper in the *Journal of American Academy of Child & Adolescent Psychiatry*. Dr. Biederman's paper was titled, "A Double-Blind Placebo-Controlled Study of Desipramine in the Treatment of ADD:III. Lack of Impact of Comorbidity and Family History Factors on Clinical Response."

Tim Wilens, MD, and **Tom Spencer, MD**, of the Pediatric Psychopharmacology Division, each received a Scientist Development Award for Clinicians from the National Institute of Mental Health for their work in pediatric psychopharmacology.

What's Happening

Muslim Prayer Services in the MGH Chapel

In keeping with its original mission to provide worship space for people of all faiths, the MGH Chapel is now the site of Muslim worship, in addition to Christian and Jewish. Friday Prayer is held at 1:00 pm in the Chapel and is open to all staff and patients and their families. Contact the Chaplaincy at 6-2220 for more information.

Bone Marrow Transplant Drive

Often people waiting for a Bone Marrow Transplant cannot locate a suitable donor. For those interested in having a small amount of blood drawn and tested to determine if it matches someone waiting for a donation, the Bone Marrow Transplant Unit will hold a free drive at CNY on December 6, 8 - 11 am. For more information, contact Cyndi Campbell, Bone Marrow Transplant Coordinator, at 4-1127.

Music at the MGH

For the second year, the hospital's closed-circuit television system will enable patients to enjoy, at their bedside, live chamber music concerts held in the MGH Chapel. The videotaped concerts are repeated daily on MGH's Channel 16.

The half-hour, bimonthly series of free concerts started in 1952 under the auspices of the MGH Service League. Past contributors have included: Boston Symphony Orchestra Members, New England Conservatory of Music honors students, and the Boston University Chamber Choir. Participants from the Boston Conservatory of Music are scheduled for Spring 1994.

MGH mourns losses

Dr. Edgar B. Taft

Dr. Edgar B. Taft, 76, a leader in the field of pathology, died on October 4 at the Berkshire Medical Center.

Dr. Taft graduated from New Haven High School and the Massachusetts Institute of Technology. He received his doctor of medicine degree from Yale University School of Medicine in 1942.

After one year of training in pathology at Boston City Hospital, he served in the Army during World War II as a laboratory officer in Panama for three years.

After the war Dr. Taft finished his training at Boston City Hospital. He then had research fellowships in pathology and experimental pathology at the University of Kansas Medical Center and at the Karolinska Institute in Stockholm, Sweden. He joined the Huntington Research Laboratories in 1950 and the Department of Pathology and Harvard Medical School in 1952. With Dr. Jesse Scott he performed a number of classical studies on quantitative histochemistry.

In 1966 Dr. Taft joined the MGH Research Office, where he spent most of his time, yet he continued to perform a number of important functions in the Department of Pathology. He served as the Chairman of the Committee on Training of Residents in Clinical Pathology and as the department's Safety Officer. In 1977 he was named the Assistant to the Head of the MGH Office of Research Administration. His work with the Subcommittees on Human Subjects, animal welfare, and review of research proposals was memorable. He retired in 1983 and moved to Stockbridge.

Memorial contributions can be sent to the MGH Department of Pathology for the Dr. Priscilla D. Taft Fellowship. The fellowship is named for Dr. Edgar Taft's now retired wife, who in 1957 became the head of the MGH Cytology Unit.

Dr. Harriet Louise Hardy

Dr. Harriet Louise Hardy, 87, a pioneer in the field of occupational medicine, died October 13 in the MGH after a long illness with lymphoma.

Dr. Hardy established the MGH Occupational Medicine Clinic in 1947 and was its director until her retirement in 1971. During the mid-1940s she identified beryllium as the source of respiratory illness among workers in plants manufacturing fluorescent lamps—illness which caused a 26 percent death rate. The National Beryllium Registry she established at the hospital in 1952—still maintained in the MGH Pulmonary Unit—became a model for tracking occupational hazards and establishing guidelines for their control.

Dr. Hardy became an international crusader against the "manmade" diseases caused by occupational exposure to dangerous substances. She worked with the Atomic Energy Commission in Los Alamos to study hazards associated with nuclear energy. She advised the Mass. Institute of Technology on safety considerations relating to their first nuclear reactor. She also led the Occupational Medical Service at MIT for more than 20 years.

Along with the late Alice Hamilton, MD—regarded as the founder of occupational medicine—Dr. Hardy coauthored *Industrial Toxicology*, the fourth edition of which was published in 1984.

Dr. Hardy graduated from Wellesley College in 1928. She received her MD from Cornell University Medical School in 1932 and served a rotating internship at Philadelphia General Hospital. She began her clinical career as a self-described "country doctor" and school physician at the Northfield School in western Massachusetts. In 1939 she became college physician and head of health education at Radcliffe.

A member of the MGH staff from 1940 to 1971, Dr. Hardy was named an honorary physician in 1975. A faculty member at Harvard Medical School and the Harvard School of Public Health, she was named clinical professor in the HMS Department of Medicine in 1971, the first woman appointed to a full professorship at the medical school. She also helped coordinate the study of industrial diseases at Dartmouth College.

Memorial contributions can be sent to the Pumonary Unit, Fund 424-5189-7.

Frigoletto to lead Obstetrics continued from page 2

transfuse a moving fetus," he said. "And that has opened the window to diagnose and treat conditions that weren't even in our minds when we started."

Dr. Frigoletto's most recent study showed that the common practice of routine ultrasound screening of all pregnancies—as opposed to when there is indication of a possible problem—does not appear to prevent disability or death of the infant.

Dr. Frigoletto is a *cum laude* graduate of Boston University School of Medicine. He completed his surgical and obstetric training at Boston City Hospital and Boston Hospital for Woman, where he joined the staff in 1967. He was recently named the Charles and Robert Green Professor of Obstetrics and Gynecology at Harvard Medical School.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

Martin S. Bander, *Director of News and Public Affairs*

Wendy A. Matarazzo, *Editor*

PLEASE RECYCLE

MGH HOTLINE

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MERGER

MGH and Brigham and Women's Hospital — merging two leaders

"Both hospitals will retain their individual identities, and operations will continue as usual at both locations. Over time our goal is to build a high-quality health care delivery system." **— J. Robert Buchanan, MD**

BY ANNOUNCING their intent to merge, the MGH and the Brigham and Women's Hospital have taken the first step toward assuming a leadership role in the rapidly changing health care environment in Massachusetts.

Reflecting the wide-spread ramifications of the move, accounts of the proposed merger flooded the news media days before the hospital boards had even voted to sign the letter of intent on December 8. Because we could not release an announcement before a vote had been taken, many employees learned of the merger via the media.

Though specific details of this complex joint venture will continue to unfold, the vision of providing the best health care possible in the most cost-effective ways was set forth in a mission statement released at a press conference. As one observer noted, the cold war is over, and all of the energy that has been directed toward competing for staff, medical students, and research funding now will be channeled toward improving patient care, teaching, and research. As two of the world's premiere hospitals, these institutions have a responsibility to ensure that those who look to them for leadership in patient care and research will continue to be able to do so. In the 1993 *U.S. News and World Report* on the nation's top hospitals, the MGH was ranked fourth and the Brigham seventh.

This merger will position the hospitals to thrive in what will prove to be tough times for ill-prepared organizations. The advent of managed care and improved technology have precipitated an evolution in our health care system. Shorter hospital stays and a shift toward primary care within a health care network have changed how Americans will receive their care. Allied, the MGH and the Brigham will be stronger than either would be alone, and a merger will empower the institutions to carve out a better future for their patients, staffs, and employees.

Dr. H. Richard Nesson and Dr. J. Robert Buchanan: an historic handshake

Merger Mission Statement

Brigham and Women's Hospital and Massachusetts General Hospital are joining together in a commitment to better serve the needs of the community. Together, we are dedicated to taking a leadership role in an integrated, effective care delivery system and enhancing patient care, teaching, and research. We recognize that we can maintain excellence and leadership only by reducing costs of services and by attaining ever superior quality of care.

Dr. Thier brings outstanding record to parent company presidency

Samuel O. Thier, MD, has been widely praised for his leadership, his inclusive management style, and his ability to identify problems and work cooperatively toward their solutions. Earlier this month Dr. Thier was elected president of The Massachusetts General Hospital, the parent company that incorporates the hospital and six affiliated institutions.

The president of Brandeis University for the past two years, Dr. Thier has an outstanding career which includes six years as president of the Institute of Medicine of the National Academy of Sciences and eleven as chairman of the Department of Internal Medicine at Yale School of Medicine.

"I'm very excited about this new opportunity," Dr. Thier said. "I spent almost my whole life working in academic medicine and health policy. Although I love Brandeis and will continue to be associated with it, being there put me a bit more on the sidelines of medicine than I wanted to be, particularly right now when so many issues are being debated. I'm delighted to be able to get back in and rejoin the institution where I really got my start."

Samuel O. Thier, MD

Dr. Thier received his internship and residency training at the MGH during the 1960s. He became chief medical resident and subsequently chief of the MGH Renal Unit before leaving Boston in 1969 to accept leadership positions at the University of Pennsylvania School of Medicine. Since his return to Boston in 1991, Dr. Thier rejoined the MGH medical staff, participating in medical grand rounds and teaching rounds.

The position of president of The Massachusetts General Hospital — the parent company that oversees seven affiliated companies — was redefined earlier this year. Previously an unpaid volunteer, the president will now be a full-time chief executive officer, overseeing the General Hospital Corporation ("the MGH"), McLean Hospital, Spaulding Rehabilitation Hospital, the MGH Institute of Health Professions, MGH Home Health Services, the MGH Health Services Corporation, and the MGH Professional Services Corporation.

"My responsibility will be to provide overall leadership to the group," Dr. Thier explained. "Among the things we need to do is be sure we have a clear overall mission and a clear process for getting all of the groups to work together to streamline the operation."

Dr. Thier also is expected to participate in the discussions leading to the planned merger between the MGH and the Brigham and Women's Hospital. He noted that this combination of two of the nation's leading teaching hospitals could serve to develop a model health care system for the next century.

(More on Page 2)

MORE MERGER INFO INSIDE

"Despite the individual and collective anxiety, the move has been applauded. We see it as a move made from a wise perspective. It means the MGH will be a viable institution down the road."

Keith Perleberg, RN
Staff Nurse for Psychiatry

"If we are successful, the merger will be almost invisible to our current patients."

James M. Richter, MD,
Internist/Gastroenterologist
Medical Director,
Mass. General Physicians Corp.

"I think there are so many potential positives about this, despite possible employee dislocations. Most people I've talked to are pretty excited."

Bill Buckley
Patient Care Representative

MERGER

Questions and Answers

What happens next?
A Corporate Board for the merged hospital will be co-chaired by MGH Board Chairman Ferdinand Colloredo-Mansfeld and Brigham and Women's Hospital Board Chairman and Dean of the Harvard Business School John H. McArthur. MGH General Director J. Robert Buchanan, MD, will serve as Vice Chairman.

A transition committee chaired by H. Richard Nesson, MD, President and Chief Executive Officer of the Brigham, will oversee the merger. The committee is in the process of forming task forces made up of administrators and physicians from both hospitals who will examine specific ways to improve operations, retain superior quality, and reduce costs.

Will we still be called Massachusetts General Hospital? Will we move?
Both the MGH and the Brigham will retain their hospital names, identities, and physical locations.

Will a merger lead to more layoffs?
The reality is that with the penetration of HMOs in Massachusetts, managed care, and national health reform, layoffs were inevitable. By merging, both hospitals will be stronger and hope to lay off *fewer* employees.

We've heard that there is going to be a 20 percent reduction in costs. What does that mean in terms of jobs and services?
The transition committee will look at several areas to reduce overall costs. Savings will come in many forms beside reduction in staff and employees, including purchasing and vendor economies. If improved services and a wider network bring in more patients, revenues may increase and new programs may grow in the future.

What will we tell our patients?
For the foreseeable future, patients will not see any change. They will continue to receive their care from the same professionals at the same locations.

Isn't this announcement sudden?
Actually, managed care has had an increasing impact on Massachusetts hospitals for years (see story "A new relationship for a new environment") and discussions between the five major Harvard teaching hospitals have been going on for some time. Representatives from both the MGH and the Brigham have been considering many options and concluded that this merger offers the most promising future for both institutions.

Why the Brigham?
Extensive analysis illustrated that the Brigham is an excellent partner for the MGH. The similarities between the two institutions include a strong commitment to top-rate patient care, teaching, and research. Now the two institutions attract patients from complementary geographic areas — not competitive ones. Combined they would have broad geographic coverage (see map below right).

Why does the Brigham's name appear first in the materials announcing the merger?
The vision of the merger clearly gives equal standing to both hospitals. Both hospitals agreed to use alphabetical order for merger related news. So the Brigham is listed first in written materials, and at the press conference, Dr. Buchanan spoke first before Dr. Nesson. There was no symbolism intended, and none should be inferred.

How will this affect research projects?
There will be little or no effect on the hospital's research efforts, as most grants are awarded to individual investigators and units. Just as psychiatric researchers at both the MGH and its affiliated McLean Hospital have separate projects, MGH and Brigham researchers will continue their independent investigations. In fact, there already is a lot of collaboration between scientists at both institutions. As people become even more acquainted with their counterparts across town, productive collaborations should only increase.

What is Dr. Samuel Thier's role in all of this?
Dr. Thier has been elected by the Trustees to the presidency of The Massachusetts General Hospital — the parent company that includes the General Hospital ("MGH"), Spaulding, McLean, and four other affiliates. He has been invited to meetings of the new Corporate Board and transition committee. When he assumes his new position, probably this spring or summer, he will play a primary role representing the MGH in merger discussions.

—*Dr. Thier brings outstanding record to MGH*

(From Page 1)

"A lot of institutions are reacting to the changing environment by hunkering down and trying to change as little as possible," said Dr. Thier. "But that's not the right solution. The right solution is to move out in front of the changes and take an active role in redefining health care for this country. If first-rate institutions like the MGH and the Brigham are not going to play a key role in that process, who will?"

> "The right solution is to move out in front of the changes and take an active role in redefining health care for this country. If first-rate institutions like the MGH and the Brigham are not going to play a key role in that process, who will?" — **Dr. Thier**

As president of Brandeis, Dr. Thier was praised for the boldness of his vision, for the implementation of a new curriculum that is considered a national model, and for putting the university on a fast track to financial stability. While many of these changes were difficult, they were accomplished with a remarkable level of cooperation and enthusiasm throughout the faculty.

"Dr. Thier's style of leadership and his willingness to be inclusive and open with the faculty allowed the restructuring plan to take form in an atmosphere where faculty put aside parochial interests for the good of the university," said Irving Epstein, Dean of Arts and Sciences at Brandeis.

This quality of inclusiveness is an essential component of Dr. Thier's approach to problem-solving. "I have always felt that the people who will be responsible for implementing the solution to a problem ought to be intimately involved in planning that solution," he said. "My role is to work with them, to keep their sights on some long-range goal or vision, but not to hand them the solution."

Dr. Thier is well-known to many MGH employees and staff members, and his appointment has been met with great enthusiasm. John Potts, MD, Chief of the Department of Medicine, said, "He's an excellent choice. His vision about clinical and academic goals and standards of excellence place him in the forefront of American medicine. His role at Brandeis showed how well he could work with an institution that had run into some difficulties and, by inspired leadership, turn it around without losing its essential values."

Stephen Goldfinger, MD, has known Dr. Thier since they went to the same elementary school in Brooklyn, and their close friendship developed when they found themselves in the same MGH internship class in 1960. "Sam has a rare combination of being both fast-thinking and deeply thoughtful," said Dr. Goldfinger. "He is strongly committed to the personal aspects of both medicine and management. While everyone acknowledges his dazzling mind and accomplishments, his accessibility to people at all levels is what sets him apart."

Nina Rubin, MD, of the MGH Dialysis Unit met Dr. Thier when she was a medical student and he was Chief of the MGH Renal Unit. "He's an extraordinary, energetic individual who's always been a superb teacher and mentor," she noted. "The critical thing in this environment is that he's a

Dr. Thier with students at Brandeis: an inclusive leadership style

"Our commitment to excellence must stay the same, but in the era of managed care and health care reform, the approaches we took to fulfilling that commitment in the past are no longer valid. This merger is an exciting opportunity."

John Levinson, MD, PhD
Cardiologist
Vice President for Contracts & Program Development
Mass. General Physicians Corp.

"We're all unclear as to what will happen, but it's a wonderful and logical step. It indicates that there is a vision — and it's an awesome vision — and that anything is possible. That's comforting."

Beth Beaumont, RNC, MS
Director, Health Centers Nursing

"It's crucial that we don't stop here, that we keep developing our network of patient-care facilities. MGH physicians must lead the way in cooperative efforts with their Brigham counterparts."

W. Gerald Austen, MD
Surgeon in Chief, MGH

A new relationship for a new environment

WHY ARE the MGH and the Brigham merging? The short answer is managed care. In recent years more and more patients have started receiving their health care through some sort of managed care plan. The coming national health care reform may shift virtually everyone to such a system.

While managed care can take many forms, the basic concept is that all patient care be coordinated by primary-care physicians — usually internists, family practitioners, or pediatricians. The primary-care doctor determines when a patient should be referred to specialists, who usually belong to the same network of physicians, hospitals, and health professionals.

Health maintenance organizations (HMOs) are the most familiar type of managed care plan. The goals of such plans include reducing the amount of time patients spend in the hospital and reducing the amount of care provided by specialists. To keep costs low, programs negotiate with hospitals in the areas they serve to obtain reduced rates in exchange for including the hospitals in their networks.

> The MGH/Brigham merger puts the hospitals in an ideal position to develop an integrated health care system ready to deal with the demands of managed care.

The influence of managed care programs is being seen across the country, and it is particularly powerful in Massachusetts. In 1992 (the most recent year for which statistics are available), 35 percent of the state's population was enrolled in HMOs, making it number one in HMO enrollment nationwide.

The effect of increased managed care can be seen in reduced numbers of patients admitted to hospitals and shorter hospital stays. Fewer patients in a hospital mean that fewer beds are occupied and fewer services needed.

The money that hospitals receive for the patients they do admit is reduced both by concessions made to managed health care plans and by cutbacks in government reimbursement for Medicare and Medicaid patients.

The growing emphasis on primary care also directs many patients away from specialty-oriented teaching hospitals and toward local community hospitals and physician practices. And, of course, a plan can decide to exclude a hospital from its network, as happened when the Harvard Community Health Plan transferred most of its pediatric services from the MGH to the Children's Hospital.

What we are doing

To deal with this changing environment, hospitals like the MGH and the Brigham are evaluating the services they provide, trying to deliver them more efficiently and without unnecessary duplication. They are developing and strengthening relationships with local hospitals, community health centers, and primary care physician groups to build comprehensive health care networks.

The MGH/Brigham merger puts the hospitals in an ideal position to develop an integrated health care system ready to deal with the demands of managed care.

While the two hospitals have been perceived as competitors, they actually draw patients from different parts of the metropolitan area (see map below). With a combined service area covering the entire region, the merged hospitals could be the core of a regional health care network that would be very attractive to managed care organizations.

By initiating this merger now, the MGH and the Brigham put themselves at the forefront of institutions working to meet the demands of a changing health care system. The hospitals are in a position to construct a model network that offers patient care in a wide variety of settings, while remaining true to their shared goals of excellence in patient care, teaching, and research, along with commitment to the local communities.

Working together to build such a network, instead of competing with each other, the employees and staff members of the MGH and the Brigham can put their best efforts toward meeting the health care needs of the next century.

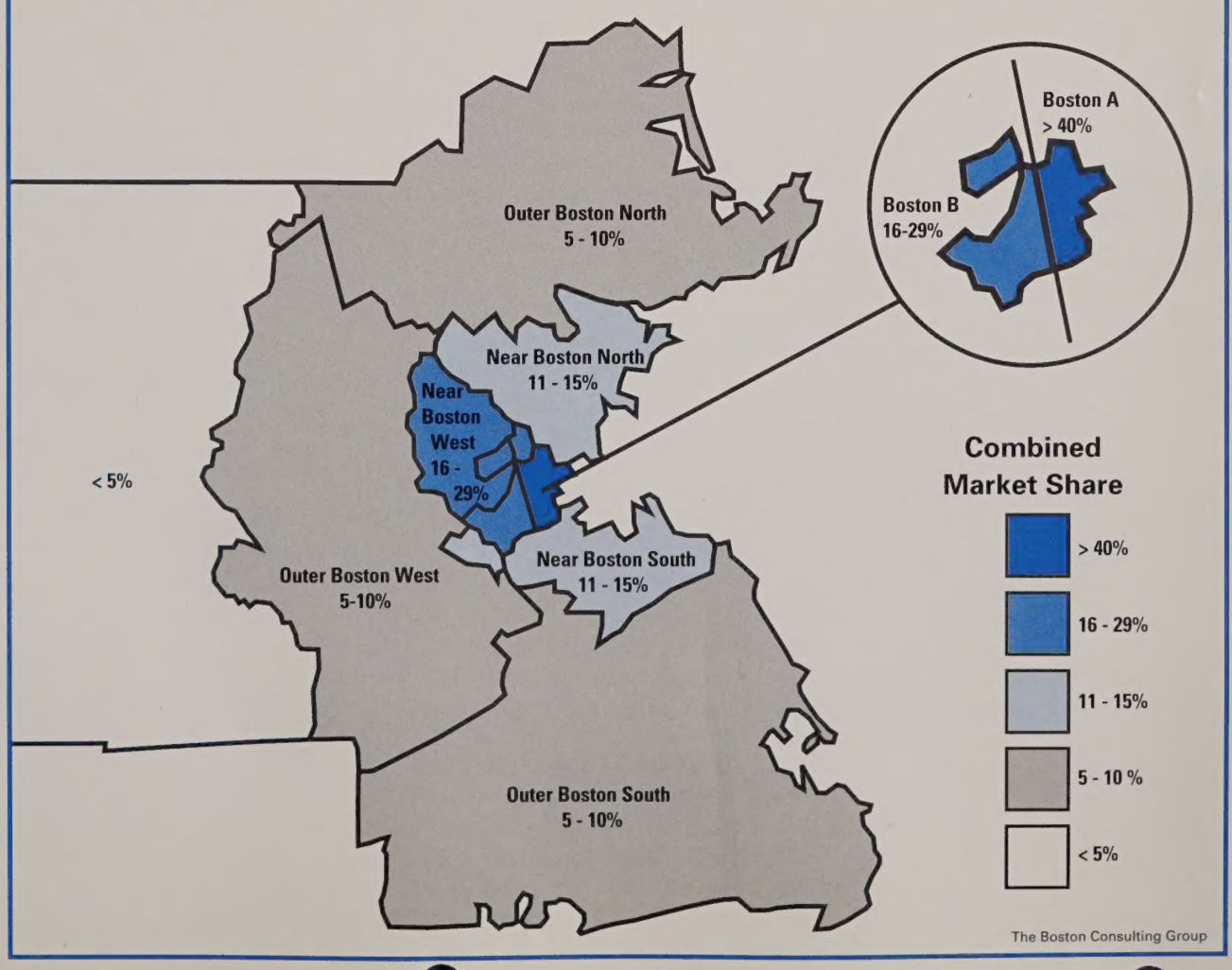
people person. He knows the MGH culture and will preserve it by making changes in a positive way."

Lloyd Axelrod, MD, of the Diabetes Unit has known Dr. Thier during the year and a half since he rejoined the MGH staff, and they have worked closely on teaching rounds in internal medicine. "Dr. Thier is one of the premiere teacher/clinicians in the country. Even during his time at Brandeis and the Institute of Medicine, when administrative responsibilities took him away from clinical medicine, he stayed involved by teaching at local institutions. In the time that we have worked together, he has taught me new things about diseases I thought I knew well."

"Coming back to the MGH is really like coming home," said Dr. Thier, "and I like that. This hospital has one of the greatest medical staffs in the world — both its world-class, full-time academic faculty and its extremely dedicated practicing physician group. I've never seen that combination as fully developed and committed as it is here. And the nursing and support staffs are just superb.

"Our affiliated hospitals — McLean and Spaulding — bring their own outstanding capabilities in the important fields of mental health and rehabilitation. And when you add the strength of the merger with the Brigham, the potential for the future is really spectacular."

MGH provides stronger coverage in downtown Boston and the northern suburbs. Brigham and Women's provides stronger coverage in Boston neighborhoods and the western and southern suburbs. The combined institution provides coverage across all geographic areas.



"In our role as patient advocates, we physicians are concerned that the quality of patient care be maintained in a time of rapid change. This offers us a chance to do so."

Robert J. Boyd, MD
Orthopedic Surgeon
Chairman of the Board,
Mass. General Physicians Corp.

"It's a good business move. It's the wave of the future and I'm glad to see the administration taking a proactive stance."

Mary Barbuto, RN, MBA
Unit Nurse Leader

"We must be willing to change our methods for attaining our goals, and this merger can be a dramatic example of that approach."

John Potts, MD
Physician in Chief, MGH

MERGER

Press Conference Announcement, December 8

Merger discussion leaders

New Corporate Board

from the MGH:

Ferdinand Colloredo-Mansfeld
Chairman of the Board, *Co-Chair*

J. Robert Buchanan, MD
General Director, *Vice Chair*

W. Gerald Austen, MD
Chief of General Surgical Services

Francis H. Burr, Honorary Trustee

from the Brigham:

John H. McArthur
Chairman of the Board, *Co-Chair*

Eugene Braunwald, MD
Chairman, Department of Medicine

H. Richard Nesson, MD
President and Chief Executive Officer

Richard A. Spindler, Trustee

Transition Committee

H. Richard Nesson, MD
President and
Chief Executive Officer, BWH, *Chair*

J. Robert Buchanan, MD
MGH General Director
Liaison to the Board

W. Gerald Austen, MD
Surgeon in Chief
Chief, Surgery Service, MGH

Eugene Braunwald, MD
Chairman, Department of Medicine, BWH

Richard R. Crater
Associate General Director and
Chief Operating Officer, MGH

Lee Goldman, MD
Chief Medical Officer, BWH

Samuel H. Kim, MD
President of the Massachusetts General Physicians Corporation, MGH

Jeffrey Otten
Chief Operating Officer, BWH

Jay Pieper
Chief Financial Officer, BWH

Catherine Robbins
Associate General Director for Administration & Finance, MGH

PROFILE

Brigham and Women's Hospital

Overview

- second largest of the major Harvard teaching hospitals
- extensive research branch — combined, the MGH and the Brigham received 30 percent of the 1992 National Institutes of Health grants to Boston medical institutions
- 751 beds; 1,950 physicians; 1,200 registered nurses; 8,556 employees

Origin

The Brigham and Women's Hospital represents the 1975 merger of three hospitals: Peter Bent Brigham Hospital, Robert Breck Brigham Hospital, and Boston Hospital for Women (itself a product of the 1966 merger of the Boston Lying-in Hospital and Free Hospital for Women.)

Medical highlights

A long list of historical medical accomplishments contributes to the Brigham's image as a well-respected medical leader. In the 1993 *U.S. News and World Report,* which ranked America's hospitals, the Brigham won top-ten honors in endocrinology, gynecology, rheumatology, cardiology, and orthopedics, and for the second time earned a slot on the list of top ten hospitals nationwide.

Specific highlights include:

- first maternity hospital to use anesthesia in 1847
- established modern brain surgery
- invention of iron lung
- first successful kidney transplant in 1954
- discovery of the gene responsible for an early and severe form of hypertension

Coping with a changing environment

"I THINK there is a general sense of anxiety, coupled with a very cautious sense of optimism. Everyone is just holding their breath," observed Beverly Lasovick, Employee Relations. "There are still so many unanswered questions."

Fear of the unknown and questions about job security are raising the tension level and worrying employees. To a great extent that's natural. However, a successful merger of MGH and the Brigham and Women's Hospital offers employees "a better chance of keeping your job than without the merger," said J. Robert Buchanan, MD, General Director.

"Employees will be the ones to carry out changes, so they need to understand the process and get behind this merger," said Andrea Stidsen, Director of the Employee Assistance Program. "Some of the ways employees can address their anxiety are by speaking to their managers about what's happening and taking advantage of the January Town Meetings." However, it is important to realize that at this point, the details of the merger are still to be decided. Over the coming months, several task forces will work out the details, which will be communicated to the MGH community as soon as possible. So trying to second-guess what will happen before it has been determined will not only be inaccurate but will create more anxiety.

Though there was sure to be a downsizing before the merger, and that remains true, many health care opportunities will be shifting to other points in a newly developing, comprehensive health care network, *not* being eliminated. Right now MGHers must concentrate on providing the best health care possible and being flexible enough to work toward a successful merger.

For employees who are finding that their anxiety hinders their job effectiveness or causes difficulties at home, both the Employee Relations (6-5140) and Employee Assistance programs (6-6976) can be valuable resources.

What will remain the same?

Despite the exciting and necessary changes ahead, much will remain the same. Media accounts have implied that names or locations may change. That is simply not true. Both the MGH and the Brigham will retain their hospital names, identities, and physical locations. However, a new name will be created for the legal entity overseeing the allied hospitals. To date that name has not been finalized, but we will let you know when it is.

For patients, everything will appear the same for the foreseeable future as work progresses behind the scenes. Patients can be assured that they will continue to receive their health care at the same locations as before, from the same health care providers. Images of patients travelling across town in rush-hour traffic may provide humor but are not factually accurate.

Want more information?

MGHers have a million questions about the merger, but to a great extent specifics about what life will be like after the merger are just beginning to be determined. Answers to many questions simply don't exist at this point. *Hotline,* memos, and January Town Meetings moderated by Dr. Buchanan will help communicate the most up-to-date information. We will work to inform all members of the MGH community about future developments.

The MGH HOTLINE is published seventeen times per year by the MGH News and Public Affairs Office.

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